






Enabling the Economy of the Future





Corporate Plan Summary
2024-25 to 2028-29



Standards and conformity assessments are critical enablers of the 21st-century knowledge economy, providing for effective, safe, reliable and interoperable products, services and processes. Standardization underpins a robust, dynamic economy and helps Canadians by lowering prices, safeguarding their health, safety and well-being and driving innovation. It is an impactful instrument that advances public policy objectives and builds economic, social, and environmental resilience.

Against the backdrop of a challenging and increasingly complex global and domestic economic environment, the Standards Council of Canada will continue to support Canadians and Government of Canada priorities through solutions that build quality social, economic and environmental infrastructure and processes across the country.

Contents

Executive Summary	2	Risk Overview	24
The Standards Council of Canada	4	Financial Overview	26
Mandate	5	Appendices	30
Organization.....	7	Appendix A: Direction from the Responsible Minister	30
Operating Environment	8	Appendix B: Corporate governance structure	37
External opportunities and challenges.....	8	Appendix C: Planned results	40
Internal opportunities and challenges.....	10	Appendix D: Financial statements and budgets	47
Activities and Outcomes ..	13	Appendix E: Compliance with legislative and policy requirements	53
1  Enhance understanding and use of standardization in key communities	15	Appendix F: Government priorities and direction.....	55
2  Deliver SCC's prioritization framework aligned with the 2022 National Standards Strategy	17	Glossary	58
3  Enhance service delivery	21		
4  Drive organizational excellence.....	23		



Executive Summary

The Standards Council of Canada (SCC) is pleased to submit its Corporate Plan 2024–25 to 2028–29 in response to the priorities of the government and in support of Canadians. During the planning period, SCC will implement a renewed strategic framework that focuses on maximizing the impact of its services and streamlining its operations. SCC’s main challenge will be to maintain financial balance while delivering against an increasing portfolio of standardization objectives in priority and emerging sectors. As SCC continues to implement the National Standards Strategy (NSS) and prioritize Canada’s participation in international standards development, it will do so in recognition of the significant importance of standardization for Canada’s economic competitiveness and global influence.

Standardization, meaning standards and conformity to those standards, was once primarily viewed as an instrument to ensure the safety of the products we use day-to-day. But in our complex, modern world, standardization is about so much more. Today, it is a critical tool used to tackle some of the most significant societal challenges facing us, from climate change to artificial intelligence (AI) to cybersecurity to

mental health. Evidence shows that standardization boosts economic performance and can be useful in providing common solutions to complex problems. Therefore, standardization should be incorporated at the outset of policy and program formulation to ensure interoperability and safety of the products and services we produce and procure.

Notwithstanding that standardization impacts every facet of our lives, its utility and value are not consistently understood. Going forward, SCC will make it a priority to change this by engaging in policy conversations where it matters, whether in the digital economy or by participating in shaping the priorities for the National Model Codes. By operating in new sectors and with new communities, SCC is already connecting with more Canadians than ever before. We will continue our outreach efforts to ensure that Canada has a strong voice internationally in order to influence the development of international standards that serve Canadian interests and priorities. To do this most effectively, SCC will work to recruit the next generation of professionals into the standardization field and is committed to attracting participants from diverse backgrounds to reflect the fabric of today's society.

In recent years, through participation in the implementation of programs and projects that support government priorities, SCC has demonstrated the value of and need for standards-based deliverables in important areas to Canada such as:

- ▶ **The digital economy** by accelerating the development of data governance standards along with standardization for the responsible use of artificial intelligence (AI), while empowering Canadian businesses to protect themselves against cyber-attacks.
- ▶ **Technological innovation** by using standards to create a common language for new concepts and technologies, including benchmarks for the design and development of innovations.
- ▶ **Trade and business** by helping Canadian innovators use standardization to reach new markets and better leverage their intellectual property, while reducing internal barriers to trade by harmonizing regulatory regimes.
- ▶ **Gender equality and inclusion** by ensuring the economic, societal and safety benefits of standardization are enjoyed equally and by all through research and gender-responsive standards.

- ▶ **Climate action and sustainability** by embedding climate change adaptation and resilience in building codes and standards; incorporating environmental management standards into government policies; and ensuring consistency and trust in environmental, social and corporate governance (ESG) reporting.

The positive impact of these activities has resulted in new opportunities and increased demand for SCC's advice and services. This Corporate Plan lays out how we intend to leverage these opportunities over the next five years. SCC has a clear vision of where it wants to go and what is required to get there. This vision is guided by the National Standards Strategy and is supported by SCC's renewed strategic framework. This framework centers on four strategic pillars as follows:

- ▶ Enhance understanding and use of standardization in key communities.
- ▶ Deliver SCC's prioritization framework aligned with the National Standards Strategy.
- ▶ Enhance service delivery.
- ▶ Drive organizational excellence.

We are confident that this strategy, coupled with the NSS will allow SCC to fulfil its mandate, while becoming a more agile organization, ready to predict, respond, and adapt to challenges and opportunities that it faces now, and in the future.



The Standards Council of Canada

Standardization, i.e. standards and conformity to those standards, underpins a robust, dynamic economy and helps Canadians by lowering prices, safeguarding their health, safety, and well-being, and driving innovation. It is an impactful instrument that advances public policy objectives and builds economic, social, and environmental resilience. Standardization is embedded in codes and regulations and is seamlessly used to create quality infrastructure that keeps us safe without us having to think about “why” we feel safe.

Canada’s economy and trade depend on standardization. It is estimated that up to 93% of global trade is impacted by technical regulations which may include standards (Okun-Kozlowicki, 2016), and that the international harmonization of standards contributes up to 13% of the growth in global trade (Schmidt & Steingress, 2022). SCC’s own estimation of the value of standardization shows that the proportion of GDP growth attributed to standardization in Canada alone amounts to 17% (Liao, 2019). For other likeminded countries, the numbers are even higher: UK 28%, France 24% and Belgium 19%.

SCC is Canada’s national Standards and Accreditation Body. Since its establishment in 1970, SCC has promoted efficient and effective standardization in Canada and made recommendations to the responsible minister, the Minister of Innovation, Science and Industry on standardization related matters that impact the development of national public policies and Canada’s international relations.

Mandate

The *Standards Council of Canada Act* provides SCC with the authority to:

- ▶ promote the participation of Canadians in voluntary standards activities,
- ▶ promote public and private-sector cooperation in relation to voluntary standardization activities in Canada,
- ▶ coordinate and oversee the efforts of people and organizations involved in Canada's standardization network,
- ▶ foster quality, performance and technological innovation in Canadian goods and services through standardization-related activities, and
- ▶ develop standardization-related strategies and long-term objectives.

As a proactive and forward-looking organization, SCC strives to make the world of standards and conformity assessment accessible to all Canadians, while at the same time promoting a people-focused, professional organizational culture. These sentiments are reflected in SCC's vision, mission and values as follows:



Vision

To put the power of standardization to work for all



Mission

To lead and facilitate the use of standardization to improve the lives of Canadians



Values

- ▶ We are people-focused
- ▶ We are purposeful
- ▶ We are forward-thinking
- ▶ We work as one

SCC benefits from the ongoing advice and input from two statutory committees:

- ▶ The Provincial-Territorial Advisory Committee (PTAC), consisting of a representative from each province and territory, who makes recommendations to SCC on all matters related to standardization and facilitates cooperation and communication between the provinces, the territories and SCC.
- ▶ The Standards Development Organizations Advisory Committee (SDOAC), consisting of a representative from each standards development organization (SDO) accredited by SCC (currently 14 from Canada and the United States), makes recommendations to SCC in regard to the evolving standards development landscape in Canada and abroad, and helps promote cooperation and communication between SCC and the organizations represented on the committee.

Compared to other National Standards Bodies, SCC provides a comprehensive suite of standardization services—from needs identification and strategy development to implementation and application in the marketplace. Through accreditation of conformity assessment bodies, SCC plays an important role in guaranteeing the quality of products and services; this part of the organization's operations is closely linked to public policy objectives, as exemplified in the delivery of a cybersecurity accreditation program to enhance the resilience of Canada's defence procurement supply chain.

Internationally, SCC plays a key role in ensuring effective Canadian participation in the activities of the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) and advances Canadian positions in areas of importance to the national economy and society. To facilitate this process, SCC provides financial assistance to Canadians and Canadian companies and organizations to provide the opportunity for active involvement in the standards development processes. SCC develops bilateral partnerships with other National Standards Bodies and standardization organizations to share best practices, align positions and promote standardization for economic and social benefit, such as with the National Institute

for Standards and Technology in the United States. SCC's expertise is also leveraged in international trade negotiations to ensure Canada's continued compliance with the World Trade Organization's (WTO) Technical Barriers to Trade Agreement.

SCC's operations are funded by government appropriations as well as by revenue from operations. The organization has rigorous financial controls and management, and a balanced five-year financial plan that draws down on an accumulated surplus resulting from timing differences between the inflow of temporary funding and program execution. SCC also maintains a targeted reserve to address unforeseen circumstances. Further information is provided in the [financial overview section](#) and [appendix D](#).

Organization



Governing Council: Composed of up to 13 members representing a broad spectrum of stakeholder interests. Appointed by the federal government to review, approve and advise on SCC's strategic direction, the Governing Council reports to Parliament through the Minister of Innovation, Science and Industry.



Office of the CEO: Aligns and coordinates SCC's organizational strategy, communications and legal affairs to ensure the organization is advancing in the realization of its mandate and objectives.



Strategy and Stakeholder Engagement:

Leads the development of standardization strategies to achieve SCC's and its stakeholders' overarching goals, and provides standardization-related policy advice to federal, provincial/territorial and municipal governments.



Standards and International Relations:

Facilitates Canada's participation in ISO and IEC standards development activities, represents Canada's interests bilaterally and in regional standards organizations, and coordinates and oversees the accredited standards development organizations.



Accreditation Services:

Accredits conformity assessment bodies such as testing laboratories and product certifiers to internationally recognized standards and provides training on said standards.



Human Resources: Handles talent management, recruitment, compensation, employee benefits and organizational development, and fosters and promotes a strong internal culture within SCC.



Corporate Services: Provides support to the organization in the areas of corporate planning, enterprise risk management, financial management and control, information technology, privacy and security, and procurement.

Further information about SCC and its operations can be found in the [2022-2023 Annual Report "Amplifying our Impact"](#), which is available on [SCC's website](#).



Operating Environment

SCC prioritizes foresight and policy analysis to respond to changes in both the domestic and global landscapes. The climate crisis, the economic slowdown, supply chain challenges, new trading blocs and the proliferation of AI are all having a profound impact on standardization and will influence SCC's work in the years ahead.

During the planning period, SCC aims to strengthen and focus its role of supporting Canadian policy priorities. SCC expects to address the opportunities and challenges identified and described in this section of the plan will be addressed in part through the implementation of the National Standards Strategy (NSS). This will be explained in greater detail in this plan's [strategic objectives and activities](#) section.

Standardization has a key role to play in helping mitigate the impacts of climate change and severe weather events. There is an increased demand for standards that can support the planning, design and implementation of resilient infrastructure in the face of accelerating climate change. This need has been reflected in the NSS, where climate change mitigation, adaptation, and resilience has been identified as a priority.

External opportunities and challenges

The impacts of climate change and severe weather events

Climate change presents a global challenge. Due to Canada's northerly location, it is warming at twice the rate of the world average. The Canadian Arctic is warming at three times the global rate. Extreme weather events like wildfires, floods and droughts are now an increasingly common occurrence, causing significant damage to property and infrastructure from coast to coast.

Decarbonization and the transition to a net-zero economy

Due to the climate crisis, there is a global movement toward greater use of renewable energy sources and clean technologies. As one of the 194 parties to the Paris Agreement, Canada has committed to reducing its greenhouse gas (GHG) emissions by between 40 and 45% from 2005 levels by 2030. In 2022, the Canadian government released its 2030 Emissions Reduction Plan as a roadmap to meeting these targets in communities across Canada, and especially those in the North. In our efforts to curb and mitigate the effects of the climate crisis, standardization

can help to build back better by providing norms that are developed with these changes in mind to keep our infrastructure resilient and safe.

In addition, Canada has joined more than 120 countries in committing to transition to net-zero by 2050. Meeting these international commitments will require Canada to either eliminate or offset all its greenhouse gas emissions. Standardization solutions will support these net-zero commitments. For example, moving from prescriptive to performance-based standards can better support industries' efforts to lower their CO₂ footprints.

Growth and trust in the digital economy

The production, distribution and consumption of data are driving rapid advances in technology. Despite generating enormous societal and economic benefits, however; the use of these technologies also present risks such as bias and discrimination, as well as ethical, privacy, and human health and safety risks. Content generated by AI systems can contribute to the spread of false information and the manipulation of public opinion, which in turn is generating serious concerns about the reliability and security of these systems.

In response to these concerns, standardization offers an opportunity to “set the bar” and provide ethical and operational guidance on AI use and security. There is also a critical need for standards to provide guidance on the structure, security, and governance of data.

SCC is strongly committed to supporting Bill C-27 related to consumer privacy, data protection and AI, and to delivering standardization strategies that can help lay the foundation for the responsible design, development, and deployment of AI systems. Standardization in this space will set a common framework and rules for the responsible use of AI and help ensure that AI systems deployed in Canada are safe and non-discriminatory.

Shifting international trade patterns

Canada is one of the most trade-dependent nations in the world, with exports accounting for more than 60% of Canada's GDP. In 2022, Canada's international trade posted new records, increasing by more than 21%. However, the world of trade is increasingly more competitive and complex, and capitalizing on opportunities in new and emerging sectors and

markets is key to Canada's economic growth and future prosperity.

70% of Canadian exports are currently going to the United States, although this figure is lower than it once was. Trade diversification is of the essence, and, in support of Canada's Indo-Pacific Strategy, SCC will establish a framework for enhanced Indo-Pacific engagement in standardization to strengthen Canada's relationships in that region and increase its engagement in the Asia-Pacific Economic Cooperation Sub-Committee on Standards and Conformance. This work will support Canada's Indo-Pacific Strategy, particularly its strategic objective to expand trade and investment by opening markets, diversifying supply chains, and promoting competitive business opportunities.

Economic downturn and inflation

SCC's external opportunities and challenges must to be understood in the context of the economic volatility experienced at the time of the writing of this plan, which has resulted in increases to interest rates and funding pressures on Government and industry budgets alike. These will have an impact on the resources available to invest and participate in standards development, particularly for Canadian technical experts who volunteer their services and rely on SCC to fund a portion of their participation in international standards development. High inflation coupled with significant increases in the cost of living, including significant future economic challenges impacting the housing and health sectors, may materially shift Government priorities and deter immediate investments in standardization.

An estimated 95,400 small and medium enterprises (SMEs) export goods or services from Canada and eight out of 10 new Canadian exporters are SMEs. However, legal, technical, and regulatory requirements can be an obstacle to trade for Canadian exporters—especially SMEs. Having effective standards and conformity assessment procedures in place increases the marketability of Canadian products by ensuring that products and services meet foreign market regulatory requirements. By being certified to international standards, SMEs can gain a competitive edge in markets around the world.

Standardization is a key driver of trade and supports its diversification. Lower investment or engagement in this space will have an adverse impact on the economic prospects for Canadian firms, who rely on SCC and standardization advisory services to be competitive and bring products to market.

Internal opportunities and challenges

Growth and financial sustainability

SCC's mission is to lead and facilitate the use of standardization to improve the lives of Canadians. Increasingly, public policy makers and regulators are looking to standardization for solutions to issues driven by technological change, climate change, and related impacts. As a result, demand for SCC's services has risen dramatically.

As Canada's National Standardization Body, SCC plays a key role in leading and facilitating the development and use of national and international standards. This includes participation in standard-setting bodies, like ISO and IEC. This participation is mandated through our founding legislation and represents a public good traditionally funded by our base appropriations. By their nature, these types of activities are incompatible with a business model based on cost recovery through service fees.

While SCC has experienced successful growth in recent years, this growth has been sustained through time-limited, priority-specific funding for new programs. SCC's base appropriations have not changed in more than a decade and its purchasing power has been eroded by inflation, which has led to significant financial pressures in funding its core operations.

To offset the pressures on its operating budget, SCC has undertaken multiple actions such as risk-managing and reducing expenses, introducing modest fee-for-service activities, and leveraging its B-base funding to bolster its operations. It has also reviewed the pricing strategies for its fee-for-service activities and initiated a multiyear marketing plan in support of revenue and contribution growth in the Accreditation Services Branch. These measures, along with a one-time

funding injection of \$7.2 million from Budget 2024, will partially alleviate funding pressures in the short-term.

To ensure SCC's long-term financial sustainability, SCC will continue to advance its financial sustainability strategy, including seeking out new sources of revenue and strategic initiatives that align with stakeholder interests and needs and support the Minister and government. In the short-to medium-term, the strategy will also involve modernizing our service delivery model to integrate the full value-chain of standardization activities and updating our service offerings and business development framework. In the longer term, it will explore a permanent increase to its base funding, to ensure sustainability in SCC's core operations.

Increasing the awareness of standardization

Despite the breadth of the impact of standardization, its utility and value are not consistently understood. From SCC's experience working with Canadian businesses, this lack of awareness is one barrier to engaging SMEs in the standardization system, along with their limited capacity to contribute their resources and expertise.

During the planning period, SCC will amplify its research, outreach, and communications activities so that the benefits of using standards and conformity assessment are better understood and increasingly integrated into decision making. For instance, in 2025, SCC plans to update its economic study on the value of standardization so that the impact of standardization is well-documented. In alignment with the sector and system priorities of the National Standards Strategy, SCC will develop action and communications plans so that both new and experienced users of standardization can become more aware of the direct benefits of incorporating standardization strategies in the development of policies, initiatives, and programs.

Leveraging the standardization network to Canada's advantage

SCC collaborates with a vast array of organizations, including SDOs, industry members, businesses, non-governmental organizations, academia, and the public in standards development and conformity assessment activities. Employers who support individual contributors to standardization activities,

for instance as members of international technical committees, are also important players in the standardization network. SCC enables and coordinates all these activities.

There is an expectation that the network will reflect modern societal developments in terms of diversity, equity, and inclusion. Increasingly, governments and industry are looking to the standardization system to provide solutions in lesser explored areas, such as mental health and substance use health. As such,

societal changes and expectations are creating a need for the standardization system to adapt and accelerate the pace of standards development in diverse areas. In response, SCC has launched a suite of flexible standards-based solutions, such as workshop agreements and technical specifications, which makes it faster and easier to develop guidelines and specifications for new technologies, products, or services while allowing time for a standard to be created or updated.

Figure 1. Canada's standardization network



Attracting talent and technical experts

To meet the growing demand for SCC's services, the organization has increased its workforce in recent years. Just eight years ago, SCC employed a staff of 100 (December 31, 2015); today it has 156 employees. A highly competitive labour market makes it challenging to attract and retain the high-calibre staff that SCC needs to function.

The pool of Canadian volunteer technical experts that participate in development of international standards is declining. Experts are retiring and, due to financial constraints, companies and governments are reducing the resources they allocate to support standards development work. Standards development relies significantly on in-kind contributions. On average, close to 3,200 Canadians volunteer their time annually to standards development, amounting to approximately 3.6 hours per week per person in unpaid time. The value to the Canadian economy of in-kind contributions is estimated at \$26 million annually. SCC provides a small contribution in the form of delegate support but has been forced to cut this funding by half in 2023. As a result, Canada is losing influence compared to other G20 countries. In 2008, Canada ranked 10 in participation status (number of volunteer members compared to other G20 countries). As of 2024, Canada ranks among the bottom three countries as funding for Canadian participation is drying up while other G20 countries are investing strategically in participation, most notably China. It is only by being present and having a seat at the table that we will be able to ensure that Canadian perspectives are reflected in the standards that are going to set the rules for the future.

Modernizing SCC's IT infrastructure

SCC's information management/information technology (IM/IT) systems are being modernized; however, significant efforts are needed to bring all systems up to date.

SCC is striving for integration between applications to access data generated across the organization and contained within different systems. The updated systems still require manual data entry and validation, making tasks more labour intensive and time-consuming. As part of the ongoing solution, SCC is retrofitting systems to move data to the cloud, improving the interoperability of applications.

SCC recognizes the potential of AI to assist employees, streamline business processes and make sense of data. To ensure the ethical and responsible use of AI, SCC has identified a number of key initiatives which can provide staff with a safe and convenient way of using this technology in their day-to-day work:

- ▶ Enabling AI features for existing IM-IT solutions.
- ▶ Testing new AI services that enhance existing business processes—as long as AI tools are not directly or indirectly used for any decision-making processes.
- ▶ Building capacity to use AI in SCC's Standards Data Fabric project by ensuring that SCC uses Algorithmic Impact Assessment, Privacy Impact Assessment, and other tools to better understand and more effectively use the data as it is stored, generated, or processed.



Activities and Outcomes

This past year, SCC has modernized and updated its strategic orientation to reflect the changing environment we live in and the rapidly evolving needs of our stakeholders for standardization advice and services. Core elements of this renewed strategic framework include new vision and mission statements as well as four values that speak to the impact we wish to have as a knowledge-based organization. These values also recognize the most valuable asset we have at our disposal—SCC’s talented staff.



Vision

To put the power of standardization to work for all



Mission

To lead and facilitate the use of standardization to improve the lives of Canadians



Values

- ▶ We are people-focused
- ▶ We are purposeful
- ▶ We are forward-thinking
- ▶ We work as one

The challenges SCC needs to address are new and multifaceted and require a level of effort as well as national and international coordination that was not envisaged when SCC was created 50 years ago, for instance:





- ▶ The geopolitics of standardization resulting in pressures from major players like China, the EU and the United States that leverage standardization as a strategic platform to advance economic interests by dominating international standard setting tables.
- ▶ Increased complexity of new standards development in areas of the intangible economy such as data governance, AI, and environmental, social and corporate governance.
- ▶ Use of standardization as a societal crisis management tool to solve complex problems, such as the expedited Personal Protective Equipment standard and certification program to help mitigate the disruption of the Canadian supply chain during COVID-19.

► Increased reference of standards in federal and provincial/territorial regulations and demands for new standards to support more stringent requirements in the National Model Codes.

► For Canada’s export oriented and interdependent economy, the need for alignment of standards internationally, such as for the Indo-Pacific region, to facilitate trade and break down market barriers for Canadian companies.

SCC’s Strategic Framework

The work SCC will undertake during the 2024–25 to 2028–29 planning period is based on four strategic pillars as per SCC’s strategic framework:

STRATEGIC PILLAR	STRATEGIC OBJECTIVE	TARGET OUTCOMES
 1 Enhance understanding and use of standardization in key communities	Promote standardization and its benefits in the development of policies, initiatives, and programs.	<p>Standardization is incorporated into the development of policies, programs, and other initiatives.</p> <p>Key communities understand the value and use of standardization strategies in the development of policies, programs and other initiatives.</p>
 2 Deliver SCC’s prioritization framework aligned with the 2022 National Standards Strategy (NSS)	Design and implement a prioritization framework for national and international standardization activities, including conformity assessment, to enhance competitiveness and the well-being of Canadians.	<p>SCC has a detailed and robust process in place to review standardization priorities regularly and effectively for the organization.</p> <p>Action plans in the sector and system priority areas identified in the NSS are developed and systematically monitored to meet identified outcomes.</p>
 3 Enhance service delivery	Coordinate and align functions, build partnerships, and secure resources to proactively respond to stakeholder priorities and maximize the impact of SCC’s services.	<p>An integrated, scalable, and responsive service delivery model is designed and implemented to increase the impact of SCC services and secure resources to deliver standardization activities in priority areas.</p> <p>Organizational design, business and financial processes are updated and aligned with the integrated service delivery model.</p>
 4 Drive organizational excellence	Build lean, integrated IT, HR and internal governance systems that support a high-performing culture at SCC.	SCC has a diverse workforce and talent pool that is equipped with effective tools and practices to successfully deliver its programs and services.



Enhance understanding and use of standardization in key communities

STRATEGIC OBJECTIVE

Promote standardization and its benefits in the development of policies, initiatives, and programs.

TARGET OUTCOMES

Standardization is incorporated into the development of policies, programs, and other initiatives.

Key communities understand the value and use standardization strategies in the development of policies, programs, and other initiatives.

SCC has an important role to play in demonstrating the value of standardization and to leverage that work to provide insight that can help Canadian decision makers make more informed decisions.

SCC will continue to liaise with stakeholders—particularly policy and decision makers in both the public and private spheres—about the benefits of participating in standardization and the value international standards provide. With the recent governance changes to the National Model Codes, SCC and the National Research Council will be working closely together to advance the incorporation of standards into codes. Seamless cooperation between the two organizations and the two systems will ensure that provinces, territories and municipalities, as well as industry, can reap the benefits of priority setting, standards development and timely adoption of standards into codes.

SPOTLIGHT:

Bringing the worlds of standards and codes closer together

There is a symbiotic relationship between standards and codes. Standards referenced in codes provide specifications on the performance requirements for materials, products, and systems. Collaboration between the two systems is therefore paramount to ensure that standards, related for instance to climate change mitigation and adaptation, are incorporated into the building code to make the built environment resilient and safe for all Canadians.

Through CEO Chantal Guay's participation as alternate chair of the Canadian Board for Harmonized Construction Codes, Canada's standardization network can contribute to the early stages of the priority setting process for the National Model Codes. This involvement will ensure that provinces, territories, municipalities and industry all reap the benefits of the timely incorporation of standards into codes.

Helping Canadian businesses create jobs and access markets

Since 2017, through the Innovation and Intellectual Property Programs, SCC has supported SMEs and innovators with exceptional results. SCC is receiving ongoing funding through the Government of Canada's National Intellectual Property Strategy and will continue to support the participation of innovators and SMEs in standardization, albeit at a limited scale due to resource constraints.

To date, more than 250 SMEs have benefitted from advice on how to navigate the standardization system in Canada and abroad. SCC directly supported 130 Canadian companies by providing customized standardization advice. Of those surveyed, 68% reported increased revenue, exports, and job creation as a direct result of SCC's engagement and the application of standardization.

SMEs, due to their size and capacity, often report standards-related obstacles when trying to enter new markets. Participation in international standards development is therefore paramount to ensuring that the intellectual property of Canadian innovative companies is recognized early in the standard-setting process. Evidence shows that SCC has been instrumental in helping Canadian innovators tackle challenges, remove barriers and get a seat at the table. As well, we now know that Canada's participation in international standards development through ISO/IEC technical committees is positively associated with SMEs' likelihood to export. A recent SCC study found that each incremental technical committee participated in is associated with a potential increase of \$516M in the annual national export from small and medium enterprises.

SPOTLIGHT:

The Indo-Pacific Strategy—supporting market access for Canadian business

The Indo-Pacific region is home to more than two thirds of the world's population. By 2040, this rapidly growing region is expected to account for 50% of the world's GDP. Over the next five years, SCC will receive federal funding to support the implementation of the Indo-Pacific Strategy, specifically to advance strategic cooperation with key regional partners, and improve market access for Canadian companies by helping to remove technical barriers to trade.

SCC already has strong relationships in the Indo-Pacific region but will be able to broaden and deepen them, particularly with Australia, Japan, South Korea, Mongolia, Singapore, Taiwan, and Vietnam. SCC will ramp up its participation in the Asia-Pacific Economic Cooperation's (APEC) Sub-Committee on Standards and Conformance (SCSC) to advance Canada's standardization priorities. Canada is putting forward project proposals in the APEC SCSC, including one to support SMEs. Over the coming years, these efforts will help position Canada as a reliable partner in the region and help set regional standardization priorities and approaches that support Canadian interests and contribute to global supply chain resilience and sustainability.



Deliver SCC's prioritization framework aligned with the 2022 National Standards Strategy

STRATEGIC OBJECTIVE

Design and implement a prioritization framework for national and international standardization activities, including conformity assessment, to enhance competitiveness and the well-being of Canadians.

TARGET OUTCOMES

SCC has a detailed and robust process in place to review standardization priorities regularly and effectively for the organization.

Action plans in the sector and system priority areas identified in the National Standards Strategy (NSS) are developed and systematically monitored to meet identified outcomes.

The NSS will provide the guidance needed during the planning period for SCC to clearly identify and direct resources to areas that require standardization advice and services. Dependent on the requirement, SCC's prioritization framework will combine and deliver all or elements of the standardization network's service offerings—from needs identification and strategy development to implementation and application in the marketplace—and will contain analyses of opportunities on both the national and international levels.

The project takes its starting point in the system and sector priorities that were identified in the NSS (2022). These priorities have been validated against national and global trends to ensure that standardization activities are responsive to current needs and deliver value for Canada:

System Priorities:

- ▶ Promote diversity, equity, inclusion and participation in the standards system.
- ▶ Support facilitation of trade in goods and services through harmonized standardization solutions.
- ▶ Ensure standards system sustainability.
- ▶ Strengthen engagement with Indigenous peoples.

Sector Priorities:

- ▶ Climate change mitigation and resilience.
- ▶ Environment, social and corporate governance (ESG).
- ▶ Health, well-being, and safety.
- ▶ Digital economy and innovative technologies.
- ▶ Supply chain stability.

SCC will develop action plans for each of the identified priorities and monitor and report on outcomes. The prioritization of activities and sequence of implementation will be determined based on regular reviews, where SCC will engage affected stakeholders and incorporate their recommendations. Many activities already have a solid foundation in existing work and can be further expanded depending on demand.

During the planning period, through funding for program areas, SCC will deliver standardization strategies in support of a broad range of government priorities:

- ▶ The Standards to Support Resilience in Infrastructure Program, which is being delivered as part of the implementation of the National Adaptation Strategy.
- ▶ The program to develop and adopt standards related to AI, which is being delivered as part of the implementation of the Pan-Canadian Artificial Intelligence Strategy.
- ▶ The program to advance industry wide data governance standards, which is being delivered as part of the implementation of Canada's Digital Charter and the *Digital Charter Implementation Act*.
- ▶ The Canadian Program for Cyber Security Certification, which is being delivered as part of efforts to enhance the resilience of Canada's defence procurement supply chain.
- ▶ The program for enhanced Indo-Pacific engagement in standardization, which is being delivered as part of the implementation of the Indo-Pacific Strategy.
- ▶ The intellectual property and innovation program supporting Canadian innovators and SMEs with standardization strategies, which is being delivered as part of ongoing efforts to implement the Intellectual Property Strategy.

SPOTLIGHT:

AI standardization efforts

Digitalization cannot occur without standardization. The absence of clear rules and regulations for data infrastructure and the way data is owned, collected, processed, stored, and used can leave citizens vulnerable and firms scrambling.

The federal government has allocated \$17 million dollars to SCC for standardization activities in support of the implementation of the *Digital Charter Implementation Act*. Over the next five years, SCC will lead an Artificial Intelligence and Data Governance Standardization Program that will facilitate the development of standardization strategies to promote the safe, reliable, and effective use of AI and data technologies.

Canada is at the forefront of international standardization efforts in the field of AI through the ISO/IEC Joint Technical Committee 1/Sub Committee on AI. The Canadian committee providing input into the development of these standards has successfully proposed amendments to current standards on AI definitions to include generative AI related concepts and materials. The term generative AI is in the spotlight because of the increasing popularity of generative AI programs and

chatbots. Generative AI refers to models or algorithms that create new content, such as text, photos, videos, code, data, or 3D renderings, from the vast amounts of data they are trained on. As such, this technology constitutes both a threat and opportunity depending on usage and user. Standardization will help set the framework for the future safe and transparent application of generative AI. This includes critical aspects like addressing bias, ensuring fairness, promoting inclusivity, enhancing safety and security, and maintaining transparency.

The AI Management System (AIMS) standard ISO/IEC 42001 is the basis for an innovative pilot initiative by SCC aimed at defining and testing requirements for a conformity assessment program tailored for AI management systems. Ultimately, achieving certification according to national and international standards for AI management systems will enable Canadian organizations to validate their responsible application of AI. This, in turn, will bolster the confidence of both domestic and international customers and partners in their operations.

SPOTLIGHT:

Standardization for a greener and more resilient future

The National Standards Strategy identifies the areas where standardization can help Canada advance climate change initiatives and move towards a decarbonized economy. In the coming years, SCC plans to address three broad categories of work: Increasing Canada's climate resilience and sustainability; advancing Canadian leadership on climate through international standards; and enabling decarbonization and Canada's net-zero transition.

Through the Standards to Support Resilience in Infrastructure Program, SCC will continue to lead a wide range of initiatives to ensure Canada's infrastructure and communities are resilient to climate change and safe for Canadians. Prompted by the extreme weather patterns over the past years, SCC is partnering with the National Research Council to develop standardization for community planning in areas at risk of wildfires (wildland-urban interface). A standard will help at-risk communities decrease the risks caused by wildfires by guiding their future preparedness and planning. Similarly, SCC is working with Health Canada to advance urban heat island mapping. The effects of urban heat islands pose a threat to Canadians, our

infrastructure, and environment. Future standardization in this area will mitigate the impacts of heat related incidents and potentially save lives.

To support national activities, SCC is taking a leading role in developing international standards that directly address the impacts of climate change. For instance, SCC provides the secretariat for ISO's climate change coordination committee. Canada also chairs the International ISO technical committee on Environmental management (ISO/TC 207), which is implementing ISO's London Declaration Action Plan (this plan lays out ISO's approach to using standards to support the transition to a net-zero economy.) SCC's international work in this area is focused on using standardization to support critical issues such as addressing embodied carbon in building materials and decarbonizing supply chains. Since supply chains are responsible for 60% of the world's carbon emissions and embodied carbon in building materials accounts for another 11% of GHGs, this work will be critical in meeting global net-zero targets.

Enhance service delivery

STRATEGIC OBJECTIVE

Coordinate and align functions, build partnerships, and secure resources to proactively respond to stakeholder priorities and maximize the impact of SCC's services.

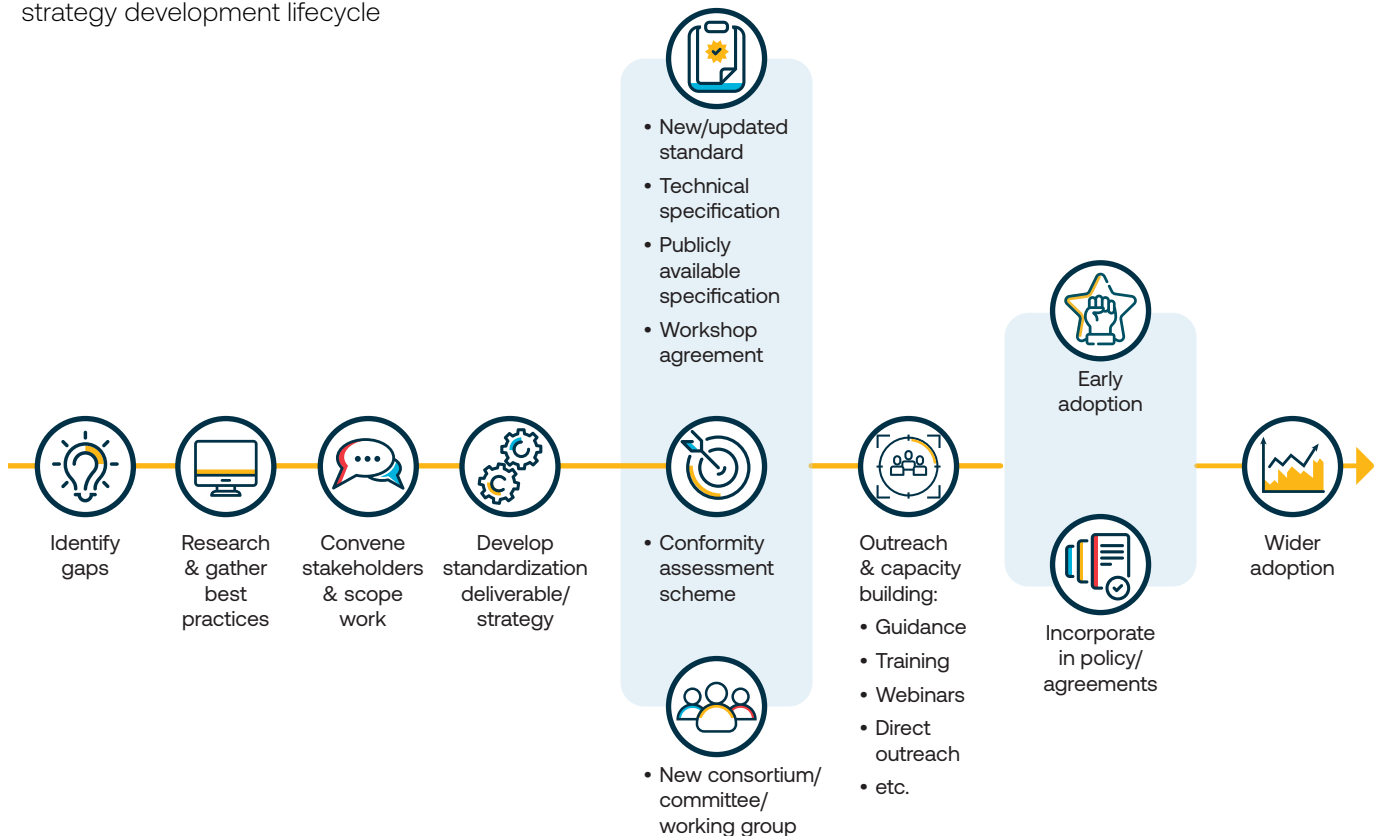
TARGET OUTCOMES

An integrated, scalable, and responsive service delivery model is designed and implemented to increase the impact of SCC services and secure resources to deliver standardization activities in priority areas.

Organizational design, business and financial processes and systems are aligned with the integrated service delivery model.

To ensure Canada can keep pace with increasing demand for standardization solutions and services and that the right services and supports are available to stakeholders to address the opportunities and challenges outlined in the overview of the plan's operating environment, SCC will review and modernize its service delivery model based on an integrated value-chain approach as exemplified in the model below:

Figure 2. Standardization strategy development lifecycle



This approach will help to focus service delivery on key stakeholder needs and priority areas, while enabling SCC to more effectively help stakeholders to navigate the standardization system by providing access to its entire spectrum of services. Looking to the lessons learned from SCC's recent initiatives—such as the Innovation Program and the Standards to Support Resilience in Infrastructure Program—SCC will apply proven tools and methods that will support its standardization work in areas that are critical to Canada's economy and advance the priorities of the National Standards Strategy.

In terms of outcome, this is expected to significantly enhance the value SCC provides to stakeholders and optimize support for the delivery of standardization strategies in priority areas. The intent of these changes is to leverage SCC's unique role within the standardization system to maximize value for stakeholders, while increasing engagement and participation with partners to deliver solutions that align with stakeholder needs and address national priorities.

Given the fiscal constraints facing SCC, these efforts will also include implementing a delivery model for revenue generating and cost-recovered standardization programs and services. SCC will look at developing and expanding business partnerships to secure resources in support of its standardization activities in priority areas. Due to the increasing demand for SCC's services, these changes will allow the organization to continue to deliver innovative standardization services that meet the evolving needs of the market.

Modernizing and integrating its service delivery also provides an opportunity to streamline SCC's operations and make them more responsive to stakeholder needs by increasing their scalability and impact-orientation. These efforts will be supported by initiatives aimed at driving organizational excellence, such as the modernization of SCC's IM/IT systems, and enhanced workforce planning.



Drive organizational excellence

STRATEGIC OBJECTIVE

Build lean, integrated IT, HR and internal governance systems that support a high-performing culture at SCC.

TARGET OUTCOMES

SCC has a diverse workforce and talent pool that is equipped with effective tools and practices to successfully deliver its programs and services.

An engaged and diverse workforce

Considering the growing challenges of attracting and retaining talent, a robust foundation is essential for SCC to succeed in delivering on its planned activities. Efforts to cultivate organizational excellence therefore remain a critical aspect of SCC's overall strategy.

SCC is committed to having an engaged workforce and providing a healthy workplace (with a focus on well-being), and surveys employees to understand their level of well-being in the workplace. In 2024, SCC will conduct its biennial employee engagement survey with the goal of maintaining or improving its current position within the industry's 75th percentile.

Diversity is also key to SCC's HR strategy. During the planning period, SCC will deliver against its diversity strategy by improving its systems to support inclusion, diversity, equity, and accessibility (IDEA) principles. It will implement strategies that address the gaps identified in the IDEA analysis conducted in 2022–23, train all staff in diversity and inclusion, and aim to maintain its diversity and inclusion score in the 2022–23 engagement

survey. SCC will also implement its 2023–26 Accessibility Plan and is working towards having an organization that is barrier-free by 2040.

Strengthening IT business tools while ensuring robust security

SCC will build on investments already made in its IM/IT infrastructure and follow an enterprise architecture roadmap to ensure the organization is prepared for and can capitalize on the rapid advances around us. SCC will continue to prioritize and implement activities that are the most impactful and critical in consideration of its current business requirements and threats. Important initiatives during the planning period involve efforts to consolidate data and move its critical IT systems to the cloud, as well as the launch of Phase 2 of a customer relationship management system. SCC also intends to complete the modernization of its records management system and its finance system.

Of particular relevance to future operations will be policies and processes around the safe application of AI in the workplace, so that all employees can benefit from the opportunities these tools offer without compromising the integrity of the services and products that SCC delivers.



Risk Overview

SCC assesses its overall risks as part of its corporate planning process and reviews and updates them regularly, using the international standard ISO 31000-Risk management as the basis for that assessment. SCC also aligns its risk management practices with Treasury Board of Canada Secretariat guidelines to ensure the organization has appropriate mitigation strategies in place.

SCC is partly funded from appropriations and partly from revenue generated from its operations. In accordance with the *Financial Administration Act*, SCC applies rigorous financial management practices to safeguard those resources. To remain relevant, SCC recognizes the importance of maintaining the confidence of government, industry, and other stakeholders in the value of standardization and the role SCC plays to advance it. That confidence requires SCC to meet its organizational requirements and manage its risks effectively to maintain its status as a trusted advisor and representative on international and regional standardization regimes and bodies.

Below are the key risks SCC will be monitoring and managing in the planning period.

Financial sustainability

In terms of mitigation of financial risks, SCC has strong financial controls in place, a lean discretionary spending base and limited exposure attributed to a relatively straightforward funding and disbursement

operating environment. SCC's main challenge is to maintain financial sustainability while delivering against an increasing portfolio of standardization objectives in priority and emerging sectors. While SCC benefits from program funding in some of these areas and has been shifting towards a higher proportion of self-generated funding, there are limitations. SCC's fixed base funding has been significantly eroded by inflation over the past decade, and the costs of doing business, such as maintaining a vigilant IT security environment, continue to rise. Increasingly, SCC's ability to deliver on its strategic objectives is at risk.

SCC continues to manage existing resources by:

- ▶ rebalancing its 5-year plan annually, including aligning expenditures with the most impactful strategic priorities,
- ▶ aligning expenditures to the Corporate Plan and operating budget, seeking out cost recovery opportunities where possible and appropriate,

- ▶ monitoring financial results against plan in a timely manner and reporting regularly to the Governing Council,
- ▶ scrutinizing and reprioritizing expenditures at the executive management level before making significant commitments.

These efforts have helped SCC become a lean and focused operation. However, it is not possible to address the pressures arising from emerging areas requiring our involvement in the national and international standardization network while at the same time addressing the negative effects of fixed funding erosion and new compliance requirements. As such, SCC continues to look to cost containment, prioritization and a reduction in non-essential activities to balance its financial plan. SCC is also exploring potential alternative sources of revenue and a permanent increase in base funding to offset a decade of inflationary erosion.

Availability of key personnel and capacity

SCC is a knowledge- and process-driven organization and therefore is dependent on its employees to deliver its mandate and achieve the desired outcomes outlined in this plan. While this risk previously centered around continuity and succession planning for key leadership positions, recent indicators point to the nature of the risk having evolved to be primarily a risk of losing capacity due to unsustainable workloads. This risk stems from the increased demands placed on SCC relating to emerging sectors, such as the digital economy and environmental sustainability. This risk is further exacerbated in many instances as SCC staffs only 1 full-time employee (FTE) in some key areas due to budget limitations.

Mitigations to the risk of excessive workload and the impact of vacancies include:

- ▶ more responsive recruitment processes,
- ▶ workplace planning reviews to better match requirements with skills and demand,
- ▶ personnel management practices such as exit interviews to look for improvement opportunities,
- ▶ a flexible workplace model to improve retention and recruitment prospects,

- ▶ the use of employee engagement surveys to monitor and respond to employee feedback for an improvement of the professional and work-life experience,
- ▶ promotion and full transparency on training and development opportunities.

A related but distinct risk is the availability of sufficient qualified assessment personnel to implement the Accreditation Services program. To ensure the availability of qualified assessment personnel to deliver accreditation activities and meet customer needs, SCC has implemented an on-going needs analysis as well as assessor resourcing initiatives to attract and retain competent and qualified assessors, complemented by new tools and training. SCC's Accreditation Services has implemented remote and online assessments to mitigate risks to its revenue base.

Technical and governance committee experts

SCC provides financial support to volunteers who represent Canada as delegates to technical and governance committees of standard-setting bodies. Due to SCC's resource-constrained environment and the impact of inflationary pressures on its budget, the level of support available for technical and governance committees has decreased. We have reduced our support to Canadian delegates by half of pre-pandemic levels, leading to fewer experts participating in international standard-setting activities on Canada's behalf. This has raised concerns about Canada's influence in international standard-setting being reduced. SCC is addressing these concerns where possible by ensuring resources are allocated to the highest priority technical committees.



Financial Overview

SCC is listed under Schedule III of the *Financial Administration Act* and conforms to the obligations under Part X of the Act with policies and procedures in place to ensure it meets or exceeds its legislated obligations.

SCC has demonstrated resilience with strong financial management practices to optimize resource use. The organization is funded by government appropriations and recovery from sale of accreditation services and international standards. Additionally, since 2016, SCC has received \$59 million in temporary funding for initiatives in support of adaptation of infrastructure to climate change, innovation, intellectual property protection, AI and data governance, trade in the Indo-Pacific region and cybersecurity, with an additional \$36 million approved through to 2029. While this speaks to the relevance of standardization in areas of key interest to the government and Canadians, the a-base portion of SCC's appropriations has been significantly eroded over the past 11 years.

Increasing demands on the organization, the inflationary erosion of base funding, and SCC's reliance on temporary/sunsetting funding to carry out its mandate constitute financial pressures that are now significantly affecting SCC's ability to deliver its strategic objectives. In response, SCC will expand its efforts to increase

revenue generation activities in areas relating to its mandate. A one-time funding injection of \$7.2 million in Budget 2024 will partially alleviate financial pressures in the short-term as SCC works to advance its financial sustainability strategy.

SCC has undertaken a prioritization exercise to ensure it can balance its existing commitments, while advancing work on its strategic objectives. As a result of this exercise, a number of cost-cutting measures and reductions to service levels have been identified that will be undertaken. The extent and timing of these measures will depend upon SCC's ability to offset the erosion with its increased commercial revenues.

During the planning period, SCC will continue to revisit its prioritization decisions to ensure it continues to focus on doing the right things at the right time. As SCC implements this plan, every opportunity to establish alignment and reconfigure existing work will be taken to ensure the delivery of intended value.

Appropriation funding

The following table provides an overview of SCC's anticipated appropriation funding over the next five years:

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Baseline Appropriations	9,462	11,529	11,539	15,129	15,129	13,806	13,806	14,279
Temporary Appropriations	8,506	8,621	8,621	9,903	10,960	5,136	5,893	-
Total Appropriations	17,968	20,150	20,160	25,032	26,089	18,942	19,699	14,279

SCC is presenting a plan of significant reduction in areas traditionally supported by programs and base appropriations, offset in part by targeted growth in its accreditation services and revenues generated from advisory services. Over the planning horizon, SCC will conclude the delivery of all sunseting programs currently underway. SCC intends to supplement appropriation funding by focusing on revenue generation through accreditation services, the development of standardization strategies and other service areas to recover costs that support areas of strategic importance. In the longer term, SCC will deploy a financial sustainability strategy that will help drive further momentum and enable greater opportunities for reinvestment.

SCC Revenue Streams

SCC revenues are derived from a number of sources, and are categorized in our financial statements as follows:

- ▶ **Accreditation revenues** consist of application fees, annual accreditation fees and assessment fees.

- ▶ **SCC eStore revenues** represent royalties earned from sales of international standards. These royalties are generated from ISO and IEC since SCC is a member body. Additionally, SCC earns royalties on the sale of standards from independent distributors through National Copyright Exploitation Agreements and other service areas to recover costs that support areas of strategic importance.
- ▶ **Delegate support contributions** are received by SCC from third parties to support delegate participation on technical committees.
- ▶ **Innovative services revenues** are fees that SCC collects in exchange for providing standards-related solutions and expertise to customers.
- ▶ **Other income** includes various items, most notably, profit distributions from the ISO and interest income.

Funding source

The table below depicts an increased percentage of funds sourced from revenue versus appropriations for the duration of the planning period.

FUNDING SOURCE (represented as a % of total funding)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	39%	41%	42%	33%	32%	40%	40%	47%
Sales of international standards	6%	5%	5%	5%	5%	6%	6%	7%
Appropriations	55%	54%	53%	62%	63%	54%	55%	46%

Appropriation and expenditures peak in 2025-26, which is attributed to temporarily funded programs. Before and after this peak, SCC has to manage variability of its internal services expenses in a predominantly fixed-cost environment.

SCC is targeting increased revenue and contribution growth in accreditation services and other business development, and monetization where possible on existing services. However, in many instances, standardization represents a public good that benefits a cross-section of the Canadian economy, and for which revenue-based funding is not always practical.

SCC will continue to invest in a more modern and secure enterprise architecture by completing needed digitalization and cybersecurity projects for its information technology infrastructure, along with emerging but paced use of AI tools. This requires \$9.8 million in operating and capital expenditures over the next five years to provide SCC staff with modern digital tools for more efficient and effective work, including updates to platforms for increased collaboration, stakeholder engagement and security upgrades. In addition, to ensure its workforce is well supported, SCC will make measured investments to operationalize some components of its renewed talent management strategy.

Target reserve

As a non-profit organization, at the direction of its Governing Council, SCC sets a target reserve in accordance with its policy to safeguard against unforeseen events. In fiscal year 2022-23, SCC started to increase its target reserve to mitigate the risk from reliance on self-generated, non-specific revenue and other funding sources. Accordingly, SCC's reserve target will increase from \$1.5 million in 2023-24 to \$2.5 million in 2027-28 and onwards.

The funds received for programs have contributed to a temporary accumulated surplus as the expenditures typically lag behind receipt of funds by a year; these amounts are committed to support the execution of the programs in future years. The balance of the surplus is being used for reinvestment into the organization and infrastructure. Overall, SCC expects to run deficits over two of the next five years that will fully utilize the a-base portion of its accumulated surplus exclusive of the risk reserve.

Accumulated surplus

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022–23	PLAN 2023–24	FORECAST 2023–24	PLAN				
				2024–25	2025–26	2026–27	2027–28	2028–29
Net Surplus / (Deficit) for the Year	960	(1,343)	311	1,038	1,419	(4,340)	427	(5,349)
Accumulated Surplus, Open	8,057	7,983	9,016	9,328	10,366	11,785	7,445	7,872
Accumulated Surplus, End	9,016	6,641	9,328	10,366	11,785	7,445	7,872	2,523
Target reserve for risk			1,500	1,500	2,000	2,000	2,500	2,500
Accumulated surplus for program commitments and other strategic opportunities			7,828	8,866	9,785	5,445	5,372	23

Key assumptions

SCC's operating and capital budgets are developed based on planned operating activity within the constraints outlined above and include the following assumptions:

- ▶ Salaries and expenditures increase at a rate of 2% each year of the plan. To help compensate employees for significant inflationary increases, SCC plans to offer employees an additional one-time compensatory payment of 2% in the first year of the plan.
- ▶ Staffing levels decrease throughout the plan to maintain financial balance, and to a lesser extent to reflect the end of term positions funded by sunsetting programs.
- ▶ Employee vacancy rate is 5% across the entire period.
- ▶ SCC's eligible employees contribute to the Public Service Pension Plan; SCC's responsibility regarding the plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada.
- ▶ Investment in IM/IT initiatives start at \$2.8 million in 2024–25 and trend down to \$1.7 million in the final year, with \$1.5 million each year being operating expense and the difference being capital.
- ▶ Support to Canadian volunteers representing Canada in ISO/IEC technical committees is reduced to \$0.5 million which is 50% of historical levels; this reflects a shift to a virtual/remote context but also a necessary reduction in spending levels to maintain financial balance.
- ▶ Travel, hospitality, conferences and events expenditures decrease by 30% of historical expenditures to account for the post-pandemic landscape and financial balance.
- ▶ Accreditation services revenue increases from \$9.3M forecasted for 2023–24 to \$11.6 million in the final year of the plan, an increase of 23% over the term.



APPENDIX A: **Direction from the Responsible Minister**

SCC will align its activities with Government of Canada priorities, including workplace wellbeing and diversity, the Greening Government Strategy,

as well as commitments laid out in the Minister of Innovation, Science and Industry's December 2021 mandate letter.

Office of the
Prime Minister



Cabinet du
Premier ministre

Dear Minister Champagne:

Thank you for continuing to serve Canadians as Minister of Innovation, Science and Industry.

From the beginning of this pandemic, Canadians have faced a once-in-a-century challenge. And through it all, from coast to coast to coast, people have met the moment. When it mattered most, Canadians adapted, helped one another, and stayed true to our values of compassion, courage and determination. That is what has defined our path through this pandemic so far. And that is what will pave our way forward.

During a difficult time, Canadians made a democratic choice. They entrusted us to finish the fight against COVID-19 and support the recovery of a strong middle class. At the same time, they also gave us clear direction: to take bold, concrete action to build a healthier, more resilient future. That is what Canadians have asked us to do and it is exactly what our Government is ready to deliver. We will work to build that brighter future through continued collaboration, engagement, and the use of science and evidence-based decision-making. With an unwavering focus on delivering results, we will work constructively with Parliamentarians and maintain our strong partnerships with provincial, territorial and municipal governments and Indigenous partners. This decade has had an incredibly difficult start, but this is the moment to rebuild a more resilient, inclusive and stronger country for everyone.

The science is clear. Canadians have been clear. We must not only continue taking real climate action, we must also move faster and go further. As Canadians are increasingly experiencing across the country, climate change is an existential threat. Building a cleaner, greener future will require a sustained and collaborative effort from all of us. As Minister, I expect you to seek opportunities within your portfolio to support our whole-of-government effort to reduce emissions, create clean jobs and address the climate-related challenges communities are already facing.

This year, Canadians were horrified by the discovery of unmarked graves and burial sites near former residential schools. These discoveries underscore that we must move faster on the path of reconciliation with First Nations, Inuit and Métis Peoples. We know that reconciliation cannot come without truth and our Government will continue to invest in that truth. As Ministers, each of us has a duty to further this work, both collectively and as individuals. Consequently, I am directing every Minister to implement the United Nations Declaration on the Rights of Indigenous Peoples and to work in partnership with Indigenous Peoples to advance their rights.

We must continue to address the profound systemic inequities and disparities that remain present in the core fabric of our society, including our core institutions. To this effect, it is essential that Canadians in every region of the country see themselves reflected in our Government's priorities and our work. As Minister, I expect you to include and collaborate with various communities, and actively seek out and incorporate in your work, the diverse views of Canadians. This includes women, Indigenous Peoples, Black and racialized Canadians, newcomers, faith-based communities, persons with disabilities, LGBTQ2 Canadians, and, in both official languages.

Across our work, we remain committed to ensuring that public policies are informed and developed through an intersectional lens, including applying frameworks such as Gender-based Analysis Plus (GBA Plus) and the quality of life indicators in decision-making.

Canadians continue to rely on journalists and journalism for accurate and timely news. I expect you to maintain professional and respectful relationships with journalists to ensure that Canadians are well informed and have the information they need to keep themselves and their families safe.

Throughout the course of the pandemic, Canadians and their governments have adapted to new realities. Governments must draw on lessons learned from the pandemic to further adapt and develop more agile and effective ways to serve Canadians. To this end, I expect all Ministers to evaluate ways we can update our practices to ensure our Government continues to meet the challenges of today and tomorrow.

The success of this Parliament will require Parliamentarians, both in the House of Commons and the Senate, to work together across all parties to get big things done for Canadians. I expect you to maintain constructive relationships with your Opposition Critics and coordinate any legislation with the Leader of the Government in the House of Commons. As Minister, you are accountable to Parliament both individually, for your style of leadership and the performance of your responsibilities, and collectively, in support of our Ministry and decisions taken by Cabinet. *Open and Accountable Government* sets out these core principles and the standards of conduct expected of you and your office. I expect you to familiarize yourself with this document, which outlines my expectations for each member of the Ministry.

Our platform lays out an ambitious agenda. While finishing the fight against the pandemic must remain our central focus, we must continue building a strong middle class and work toward a better future where everyone has a real and fair chance at success and no one is left behind.

As Minister of Innovation, Science and Industry, you will lead efforts to create more jobs and achieve long-term economic and industrial transformation towards a low-carbon future, including through the strategic delivery of the Net Zero Accelerator Initiative. You will work to ensure that Canada is a world leader in clean technology, with a focus on critical minerals and the development of a sustainable battery innovation and industrial ecosystem, and position Canada to seize the opportunities of the digital economy, protecting rights and competitiveness and establishing a digital policy task force to help integrate efforts across government. You will likewise continue to implement the Biomanufacturing and Life Sciences Strategy to improve economic growth and ensure pandemic readiness for years to come. And you will ensure we continue to better understand how our programs and policies impact Canadians through the increased use of disaggregated data.

To realize these objectives, I ask that you achieve results for Canadians by delivering the following commitments.

- ▶ With the support of the Minister of Environment and Climate Change and the Minister of Natural Resources, lead the implementation of the Net Zero Accelerator Initiative, anchored in a robust, horizontal governance structure and a clear long-term investment strategy to support the strategic review of large-scale investments targeting key industrial sectors across all regions in order to drive industrial transition and significant reductions in greenhouse gas emissions on a scale consistent with achieving Canada's climate goals and meaningfully transform Canadian industry to lead and compete in a net-zero emissions future.
- ▶ Establish a digital policy task force to integrate efforts across government and position Canada as a leader in the digital economy and in shaping global governance of emerging technologies.
- ▶ Introduce legislation to advance the Digital Charter, strengthen privacy protections for consumers and provide a clear set of rules that ensure fair competition in the online marketplace.
- ▶ Accelerate broadband delivery by implementing a "use it or lose it" approach to require those that have purchased rights to build broadband to meet broadband access milestones or risk losing their spectrum rights.
- ▶ Work with the Minister of Health to continue demonstrating leadership in public health by strengthening surveillance and capacity to detect and act on public health threats, strengthening the security of medical supply chains, working with colleagues to advance the Biomanufacturing and Life Sciences Strategy, and investing in the study of the long-term health impacts of COVID-19, including the effects of "long COVID" on different groups, notably vulnerable populations and children.
- ▶ Lead the creation of a new fund to pursue moonshot research into high-impact illnesses where a vaccine may be possible.

- ▶ Continue to support the economic growth and recovery of Canada's traditionally strong industries, including but not limited to automotive, aerospace, natural resources and agri-food, to increase productivity and innovation, and to strengthen the manufacturing base of Canada.
- ▶ Support the Mines to Mobility Strategy by attracting anchor investments in key areas like minerals processing, cell manufacturing and zero-emissions vehicle parts and assembly manufacturing, and use all tools, including the *Investment Canada Act*, to ensure the protection and development of our critical minerals. This will include working with the Minister of Natural Resources to develop and launch a Canadian Critical Minerals Strategy to position Canada at the forefront of critical mineral exploration, extraction, processing and manufacturing, as a global leader in the production of batteries, and other clean and digital technologies, as well as to develop a sustainable battery innovation and industrial ecosystem in Canada, including to establish Canada as a global leader in battery manufacturing, recycling and reuse.
- ▶ Advance efforts to ensure that Canada is a world leader in clean technology, including by:
 - Building on existing advisory services to guide emerging clean technology firms from formation to export;
 - With support from the Minister of International Trade, Export Promotion, Small Business and Economic Development, helping to drive the development of Canadian clean technology companies and small and medium-sized enterprises working in the area of decarbonization;
 - Working with the Minister of Public Services and Procurement to support procurement of Canadian clean technology; and
 - Partnering with post-secondary institutions and Indigenous organizations to accelerate the creation and growth of Indigenous clean technology businesses.
- ▶ Work with the Minister of Natural Resources on the development of model building codes, including publishing a net-zero emissions building code and model retrofit code by the end of 2024 that align with national climate objectives and provide a standard for climate-resilient buildings. You will also work to amend the National Building Code of Canada to specify firefighter and first responder safety as a core objective. To ensure effective implementation of these performance standards, work with partners to develop strategies around incentives, training programs and pilot initiatives.
- ▶ Work with the Minister of Environment and Climate Change on the creation of a new infrastructure and innovation fund that will scale-up and commercialize made-in-Canada technologies and solutions for the reuse and recycling of plastics.
- ▶ Work with the Minister of Natural Resources to establish a global centre for excellence on methane detection and elimination.
- ▶ Support the Minister of Environment and Climate Change and the President of the Queen's Privy Council for Canada and Minister of Emergency Preparedness to develop a climate data strategy to ensure that the private sector and communities have access to data to inform planning and infrastructure investments.

- ▶ Contribute to broader efforts to promote economic security and combat foreign interference by reviewing and modernizing the *Investment Canada Act* to strengthen the national security review process and better identify and mitigate economic security threats from foreign investment.
- ▶ Working with the Minister of Justice and Attorney General of Canada, Minister of National Defence and Minister of Public Safety, and with the support of the Minister of Foreign Affairs, continue to advance the National Cyber Security Action Plan, ensuring Canada is well positioned to adapt to and combat cyber risks, and ensure the security and integrity of Canada's critical systems.
- ▶ Work with the Minister of Public Safety, the Minister of Foreign Affairs, and the Minister of National Defence, and in collaboration with implicated ministers, to develop and implement a renewed National Cyber Security Strategy, which will articulate Canada's long-term strategy to protect our national security and economy, deter cyber threat actors, and promote norms-based international behavior in cyberspace.
- ▶ Advance the Pan-Canadian Artificial Intelligence Strategy and additional measures, such as advancing standards and continuing to lead international efforts around coordination, to support artificial intelligence innovations and research in Canada.
- ▶ Launch a National Quantum Strategy to amplify Canada's strength in quantum research and grow our quantum-ready technologies, companies and talent.
- ▶ Invest in the National Research Council's Canadian Photonics Fabrication Centre and reinforce Canada's leadership in photonics research, testing and prototyping.
- ▶ Develop a new approach to support high-risk/high-reward transformative research and development to unleash bold new research ideas, drive technological breakthroughs, protect Canada's competitive advantage and help Canadian companies grow and create highly skilled jobs. In moving forward with a uniquely Canadian approach modeled on the Defense Advanced Research Projects Agency (DARPA), work with the Minister of Health to develop a plan to modernize the federal research funding ecosystem to maximize the impact of investments in both research excellence and downstream innovation, with a particular focus on the relationships among the federal research granting agencies and the Canada Foundation for Innovation.
- ▶ Add 1,000 Canada Research Chairs to help attract and retain top talent at Canadian universities and support graduate research, with a focus on improving gender and racial equity among faculty, promoting interdisciplinary research and reinforcing Canada's world-leading capabilities in life sciences and bio-medical research.
- ▶ Establish a new fund to help colleges and universities commercialize leading research, including identifying and securing patent rights for research done within their institutions and connecting researchers with people and businesses to help put these innovations into action and grow our economy.
- ▶ Continue to support innovation ecosystems across the country to support job creation, technology adoption and scale-up. This includes working with the Minister of Public Safety, and in close collaboration with Canadian industry and post-secondary institutions, to safeguard Canada's world-leading research ecosystem, as well as our intellectual property (IP) intensive businesses.

- ▶ As the Minister responsible for Statistics Canada, continue to support the President of the Treasury Board in their work in building a whole-of-government approach for the improved collection, analysis, availability and publication of disaggregated data.
- ▶ Improve support for Black and Indigenous researchers by including a specific equity target for their representation in federally-funded scientific research delivered through the granting councils and providing dedicated funding to support promising graduate students, foster the mentorship and development of younger researchers and increase opportunities for Indigenous Peoples and Black Canadians in Canadian post-secondary institutions.
- ▶ Engage with provinces and seek feedback from universities, colleges, experts, lenders and other post-secondary education stakeholders to explore ways to better protect the public interest functions of public post-secondary educational institutions in insolvency and restructuring situations.
- ▶ Support the Chief Science Advisor in their work to bolster the capacity and increase the coordination of the use of science across government.
- ▶ Work with the Minister of Canadian Heritage to amend the Copyright Act to further protect artists, creators and copyright holders, including to allow resale rights for artists.
- ▶ To enhance consumer protection and ensure a level playing field for all businesses, undertake a broad review of the current legislative and structural elements that may restrict or hinder competition. This includes directly reviewing the mandate of the Commissioner of Competition, and in so doing, ensuring that Canadians are protected from anti-consumer practices in critical sectors, including in the oil and gas, telecommunications and financial services sectors.
- ▶ With the Minister of International Trade, Export Promotion, Small Business and Economic Development, work to strengthen and secure supply chains and support the Minister of Transport to reduce and prevent bottlenecks in Canada's transportation networks.
- ▶ Work with the Minister of Environment and Climate Change to implement a 'right to repair' to extend the life of home appliances, particularly electronics, by requiring manufacturers to supply repair manuals and spare parts, and by amending the Copyright Act to allow for the repair of digital devices and systems.
- ▶ Work with the Deputy Prime Minister and Minister of Finance, and with the support of the Minister of National Revenue, to implement a beneficial ownership registry.
- ▶ Support the Minister of Public Services and Procurement, the Minister of Fisheries, Oceans and the Canadian Coast Guard, and the Minister of National Defence to renew the fleets of the Canadian Coast Guard and Royal Canadian Navy, advance the shipbuilding industry, including the process to add a third Canadian shipyard as a strategic partner to the National Shipbuilding Strategy, create middle class jobs and ensure Canada has the modern ships needed.

As Minister, you are also responsible for actively engaging with your Cabinet and Caucus colleagues. As we deliver on our platform commitments, it will be important that members of the Ministry continue to collaborate and work constructively to support rigorous and productive Cabinet decision-making. I expect you to support

your colleagues in delivering their commitments, leveraging the expertise of your department and your own lived experiences.

To best achieve results for Canadians, Ministers must be rigorous and coordinated in our approach to implementation. I would therefore ask that you return to me with a proposed approach for the delivery of your mandate commitments, including priorities for early implementation. Furthermore, to ensure we are accountable for our work, I will be asking you to publicly report to me, and all Canadians, on your progress toward these commitments on a regular basis.

As we have been reminded throughout the pandemic, adapting to change is not only something government should do, it is something government must do. As you work to fulfil our commitments, I expect you to actively consider new ideas and issues as they emerge, whether through public engagement, your work with Parliamentarians or advice from the public service. I also expect you to work with your Deputy Minister to assess priorities on a continual basis as we build a better future for all Canadians. In addition to achieving results, you are responsible for overseeing the work of your department and ensuring the effective operation of your portfolio.

As you staff your office and implement outreach and recruitment strategies for federally appointed leadership positions and boards, I ask that you uphold the principles of equity, diversity and inclusion. This helps ensure that federal workplaces are dynamic and reflective of the Canadians we serve. You will also ensure your Minister's office and portfolio are reflective of our commitment to healthy and safe workplaces.

Canadians expect us to work hard, speak truthfully and be committed to advancing their interests and aspirations. When we make mistakes—as we all will—Canadians expect us to acknowledge them, and most importantly, to learn from them.

I know I can count on you to fulfill the important responsibilities entrusted in you, and to turn to me, and the Deputy Prime Minister, early and often to support you in your role as Minister.

Sincerely,

A handwritten signature in blue ink, appearing to be 'Justin Trudeau', written in a cursive style.

Rt. Hon. Justin Trudeau, P.C., M.P.

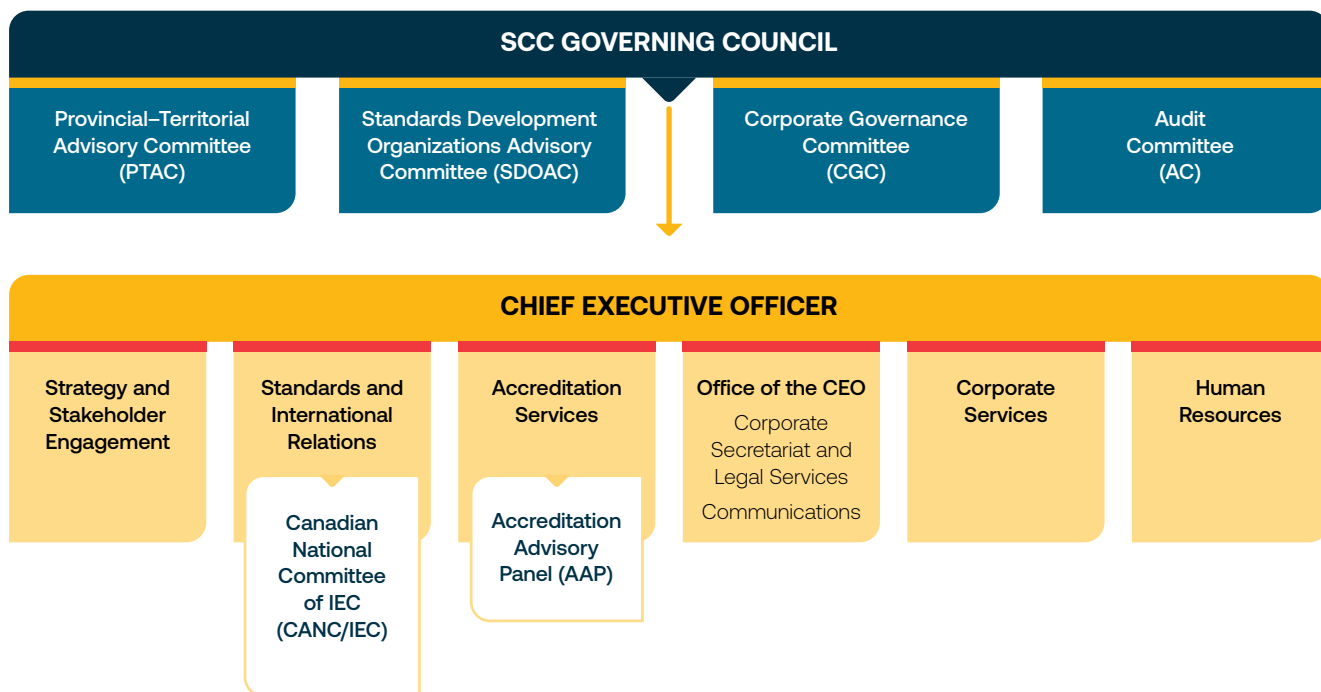
Prime Minister of Canada



APPENDIX B:

Corporate governance structure

SCC is governed by a Governing Council that reports to Parliament through the Minister of Innovation, Science and Industry. The Governing Council has overall responsibility for the oversight of SCC, holds management accountable for achieving SCC’s statutory mandate and corporate objectives, and ensures significant risks to the corporation are identified and managed. It also plays an important role in setting SCC’s strategic direction and ensuring alignment with the priorities of the Government of Canada.



The Governing Council is composed of up to 13 members, of whom 10 are appointed by the federal government and three others are members of the Governing Council

by virtue of their chair/vice-chair positions on advisory committees established pursuant to the *Standards Council of Canada Act* (SCC Act).

NAME	START OF CURRENT TERM	END OF TERM	ORDER-IN-COUNCIL APPOINTEE	COMMITTEE
1. Coallier, François, Chair of the Governing Council	2023-12-15	2027-12-14	√	CGC/AC
2. Clark, Colin, Vice-Chair of the Governing Council	2018-10-03	2024-12-01	√	CGC Chair
3. Bursey, Tom	2018-10-03	2022-10-02	√	AC Chair
4. Dolan, Jeff	2021-11-24	2024-11-23		PTAC Chair
5. Hawkins, William	2022-01-05	2025-01-04		PTAC Vice-Chair
6. Ramlochan, Mark	2023-10-15	2026-10-14		SDOAC Chair
7. Burns, Michael	2022-10-14	2026-10-14	√	AC
8. Kassam, Zakiah	2018-10-03	2022-10-02	√	CGC
9. Reid, Glenda	2018-10-03	2022-10-02	√	CGC
10. Salt, Dianne	2023-12-15	2027-12-14	√	
11. Schacter, Brent	2022-07-07	2026-07-07	√	CGC
12. Shalabi, Ahmed	2023-12-15	2027-12-14	√	
13. Winnitoy, Tayt	2022-07-07	2026-07-07	√	AC

All members are volunteers except for the chair, who receives compensation at a rate of \$575 per diem. Governing Council members are appointed to represent a spectrum of stakeholder interests in the private and public sectors and bring a broad range of knowledge and experience to support the fulfilment of SCC's mandate.

The Governing Council has two standing committees and receives further advice through its two statutory committees:

- ▶ **Audit Committee (AC):** The AC helps the Governing Council oversee the financial management of the organization, including financial reporting; internal accounting; and financial controls, budgets, internal and external audit processes, risk management, continuous disclosure, compliance with ethics-related and statutory requirements, and other oversight responsibilities.
- ▶ **Corporate Governance Committee (CGC):** The CGC ensures the Governing Council fulfills its responsibilities regarding governance policy development, recruitment strategies, training programs, monitoring of activities, evaluation of members' performance, and oversight of the CEO's objectives and performance.
- ▶ **Provincial–Territorial Advisory Committee (PTAC):** PTAC promotes cooperation and communication between the provinces, territories and SCC, and supports provincial and territorial participation in Canadian standardization activities.
- ▶ **Standards Development Organizations Advisory Committee (SDOAC):** SDOAC promotes collaboration and cooperation between SCC and SCC-accredited Standards development organizations.

The CEO oversees the Executive Team. Each Executive Team member is responsible for the management and operations related to their respective functional area. The CEO's compensation is determined by the Privy Council Office. The Executive Team members are classified at an SCM4 level with a salary range of \$174,200–\$217,400. In addition to their salaries, the Executive Team members also receive an annual performance bonus, health and dental coverage, and coverage of monthly parking expenses.

SCC is supported by one advisory panel and one committee:

- ▶ **Accreditation Advisory Panel:** A body representing stakeholders in SCC's accreditation services (customers, regulators, industry experts, scheme owners, assessors, etc.) that provides advice to help ensure fairness and impartiality in relevant SCC policies and programming. The panel falls under the purview of SCC's Accreditation Services branch.
- ▶ **Canadian National Committee of the International Electrotechnical Commission:** A body that provides strategic and policy advice to SCC on Canada's priorities for companies in the energy, electrotechnical and electrical sectors, and on other related matters. The committee falls under the purview of SCC's Standards and International Relations branch.

APPENDIX C: Planned results



Enhance understanding and use of standardization in key communities

STRATEGIC OBJECTIVE

Promote standardization and its benefits in the development of policies, initiatives, and programs

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
1.1 Provide standardization advice and support to safeguard Canada’s economic and social interests, enhance market access and trade, and promote the development of responsible regulations.	1.1.1 Regulators understand the value of standardization and have information to assess the status of standards referenced in their regulations.	Number of federal departments engaged to discuss the status of the standards referenced in their regulations every two years.	Five.	The engagement strategy with federal regulators is re-evaluated and a baseline is established.	Progress is made against baseline.	N/A (this activity is done every two years).	Progress is made against baseline.	Internal sources: Communications with departments on pertinent regulations.
		Level of uptake by regulators for standardization solutions.	A research proposal for measuring the level of uptake by regulators of standardization solutions, including methodology, is developed and approved internally by 31 December 2024.	Research data collection through surveys and other means is completed.	New indicators aligned with the results of research are developed and targets established.	Progress against targets set in 2026/27 is monitored and reported on.	Progress against targets set in 2026/27 is monitored and reported on.	Internal sources: Data and research collected to support and measure baseline.
	1.1.2 A process is established between the National Model Codes and the standardization system to enhance collaboration, alignment, and efficiency.	Uptake of recommendations from the Advisory Council on Harmonized Construction Codes’ Agility and Referenced Standards-related work in National Model Codes work plans.	Recommendations from the Agility and Referenced Standards-related work are included in the 2025-2030 code cycle work plan.	Monitoring for ongoing inclusion of Agility and Referenced Standards-related recommendations in the National Model Codes work plan is conducted.	25% of relevant items in the 2025-2030 National Model Codes work plan are initiated.	50% of relevant items in the 2025-2030 National Model Codes work plan are initiated.	100% of relevant items in the 2025-2030 National Model Codes work plan are completed.	Data collected in collaboration with the National Research Council.



Enhance understanding and use of standardization in key communities (continued)

STRATEGIC OBJECTIVE

Promote standardization and its benefits in the development of policies, initiatives, and programs

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
1.1 Provide standardization advice and support to safeguard Canada’s economic and social interests, enhance market access and trade, and promote the development of responsible regulations.	1.1.3 Provinces and territories are engaged in demonstrating and harnessing the benefits of standardization.	Satisfaction level of PT partners in their engagement with SCC through PTAC.	80%.	80%.	80%.	80%.	80%.	Internal sources: Annual satisfaction survey of PT partners.
	1.1.4 Continued reduction of technical barriers to trade to support market access for Canadian business.	Number of SCC initiatives underway in support of negotiation and implementation of Canada’s trade agreements, regulatory cooperation, and multilateral and bilateral priorities.	Five initiatives are underway at any given time.	Five initiatives are underway at any given time.	Five initiatives are underway at any given time.	Five initiatives are underway at any given time.	Five initiatives are underway at any given time.	Internal sources: Count of initiatives underway.
1.2 Implement a communications and outreach strategy aligned with the priority sectors in the National Standards Strategy.	1.2.1 Key communities understand the value and use standardization strategies in the development of policies, initiatives, and programs.	Progress against the communications and outreach strategy.	A communications and outreach strategy is developed, including a phased implementation plan starting in 2024/25, in two NSS priority areas (climate change and AI/data governance).		Implementation is continued. The communications and outreach strategy is revised and two additional NSS priority areas are added.		The communications and outreach strategy is revised to include two additional NSS priority areas and adjusted based on results framework.	Internal sources: Status updates per project plan.
		Research reports in support of evidence-based communications	Research reports to support two NSS priority areas (climate change and AI/data governance) are developed and integrated into the key messages in the communications strategy.		Research reports to support the two additional NSS priority areas are developed and integrated into the key messages in the communications strategy.			Internal sources: Research reports for NSS priority areas
		A results framework for the measurement of the impact of the communications and outreach strategy is developed.	A results framework to measure the impact of the communications and outreach strategy is developed, and targets are identified.		Results framework to measure success is implemented.			Internal sources: Status updates per project plan.



Deliver SCC's prioritization framework aligned with the 2022 National Standards Strategy

STRATEGIC OBJECTIVE

Design and implement a prioritization framework for national and international standardization activities, including conformity assessment, to enhance competitiveness and the well-being of Canadians

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
2.1 In consultation with key stakeholders, design and establish an evergreen process to identify Canada's standardization priorities.	2.1.1 SCC has a detailed and robust process in place to review standardization priorities regularly and effectively for the organization.	An evergreen documented process is developed in year one to identify priorities.	A process for identifying priorities is established. Potential gaps between stakeholder priorities and current standardization activities are identified through consultations.	A standardization priorities consultation document and outreach strategy are developed.	The outreach strategy is implemented.	Refreshed standardization priorities are communicated to key stakeholders.	The standardization priorities consultation document and outreach strategy are reviewed.	Internal sources: Status updates per project plan.
		Stakeholder consultations are established and conducted every second year, with emphasis on SCC's statutory committees and other stakeholders of interest.	Methodology for assessing stakeholder engagement, baseline, and targets is developed.	Priorities are validated and standardization priorities are refreshed through outreach with stakeholder groups.	N/A	Priorities are validated and standardization priorities are refreshed through outreach with stakeholder groups.	N/A	Internal sources: Records of stakeholder consultations.
2.2 Deliver sector and system priorities as identified in the 2022 National Standards Strategy (NSS) to advance Canadian priorities at the national and international levels.	2.2.1 Action plans in the sector and system priority areas identified in the NSS are developed, implemented, and systematically monitored to meet identified outcomes.	Number of NSS priorities converted into action plans under implementation.	2/9 NSS priority action plans are under implementation.	5/9 NSS priority action plans are under implementation.	9/9 NSS priority action plans are under implementation.	Priorities are redefined based on operating environment and realization of outcomes.	To be determined.	Internal sources: Action plan monitoring and reporting.
	2.2.2 New relationships are forged with standardization bodies in the Indo-Pacific region providing Canadian business with market access opportunities.	Number of new formalized relationships and new workplans jointly developed with National Standards Bodies and Accreditation Bodies in the region.	One new Cooperation Agreement is signed, and one new work plan is initiated (i.e. scope of work is defined, and Terms of Reference / project charter are agreed).	One new Cooperation Agreement is signed, and one new work plan is initiated (i.e. scope of work is defined, and Terms of Reference / project charter are agreed).	Three APEC projects proposed by other countries are supported by SCC.	Two APEC projects proposed by other countries are supported by SCC.	An action plan for ongoing funding, including indicators and targets is developed.	Internal Sources: Agreements, proposals and work plans.
					One APEC project proposed by SCC to be led by Canada.	One APEC project proposed by SCC to be led by Canada.		
	2.2.3 The Canadian Program for Cyber Security Certification is established to enhance the resilience of Canada's defence procurement supply chain.	Accreditation for cybersecurity certification bodies is offered in Canada.	Accreditation program launched with current available standards.	Revision of standards and requirements is completed.	New standards and requirements are integrated into the accreditation program.	N/A.	N/A.	Internal sources: Accreditation records.

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
2.2 Deliver sector and system priorities as identified in the 2022 National Standards Strategy (NSS) to advance Canadian priorities at the national and international levels.	2.2.4 Standards-based solutions and a conformity assessment scheme are developed and delivered through the AI (Artificial Intelligence) and data governance programs in support of the Digital Charter and the Pan-Canadian Artificial Intelligence Strategy.	Number of standardization strategies initiated (i.e., scope of work is defined, and a work plan is agreed) per year to address the development and trustworthiness of AI and data governance.	14 standardization strategies are initiated (cumulative target 21/65).	14 standardization strategies are initiated (cumulative target 35/65).	15 standardization strategies are initiated (cumulative target 50/65).	15 standardization strategies are initiated (cumulative target 65/65).	To be determined.	Internal sources: Count of standardization strategies.
		Launch of an AI accreditation program based on ISO/IEC 42001 AI Management System.	AI Accreditation program is launched.	One conformity body is accredited under the new AI program.	A second Conformity Assessment Body (CAB) is accredited under the program.	A third CAB is accredited under the program.	A fourth CAB is accredited under the program.	Internal sources: Count of CABs accredited under the new program.
	2.2.5 Standardization strategies that address adaptation and low-carbon resilience for infrastructure and buildings are initiated through the Standards to Support Resilience in Infrastructure Program.	Number of standardization strategies initiated (i.e., scope of work is defined, and contract is signed with, for instance, a Standards Development Organization)—per year to address climate change adaptations for infrastructure and buildings through the Standards to Support Resilience in Infrastructure Program.	19 standardization strategies are initiated (cumulative target 48/86).	18 standardization strategies are initiated (cumulative target 66/86).	10 standardization strategies are initiated (cumulative target 76/86).	10 standardization strategies are initiated (cumulative target 86/86).	Program sunsets and evaluation is completed.	Internal sources: Count of standardization strategies initiated in year.
	2.2.6 Standardization initiatives of strategic importance to Canada are promoted internationally.	Number of new Canadian proposals accepted internationally in areas of strategic importance to Canada per year.	Three proposals are accepted.	Three proposals are accepted.	Three proposals are accepted.	Three proposals are accepted.	Three proposals are accepted.	Internal sources: Count of new work item proposals accepted.
	2.2.7 Gender equity in standardization is promoted through the implementation of SCC's Gender Workplan.	Progress against milestones identified in SCC's Gender Workplan.	Determination made as to whether SCC needs to conduct additional research and/or take action to address barriers to women's participation, including how to attract and retain women.		Research report to assess progress on gender-responsive standards (GRS) and the implications for women is completed.	Gaps in GRS are identified and work to address those gaps has begun.		Internal sources and research findings.

Enhance Service Delivery

STRATEGIC OBJECTIVE

Coordinate and align functions, build partnerships, and secure resources to proactively respond to stakeholder priorities and maximize the impact of SCC's services.

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
3.1 Design and implement an integrated, scalable, and responsive service delivery model to increase impact in national priority areas.	3.1.1 A service delivery model that integrates the full value-chain of standardization activities (from needs identification to application) is implemented to enhance coordination and maximize the impact of SCC's services.	Progress against Service Delivery Modernization Roadmap milestones.	The roadmap is finalized, and the early phases of its implementation have begun.	Progress against milestones is achieved.	Progress against milestones is achieved.	To be determined.	To be determined.	Internal sources: Progress updates on Service Delivery Modernization roadmap.
		Maintain stakeholder/member satisfaction.	An impact measurement framework is developed.	Baseline and target satisfaction levels are established.	Target satisfaction levels are achieved.	Target satisfaction levels are achieved.	Target satisfaction levels are achieved.	Internal sources: Satisfaction survey.
	3.1.2 A proactive business, partnership and program development function is established to secure resources to sustainably deliver standardization activities in priority areas.	Percentage (%) increase in revenue generated per year.	Revenue prospects are identified, a pipeline is established, and revenue targets are set.	To be determined.	To be determined.	To be determined.	To be determined.	Internal sources: SCC Financial reports.
3.2 Align roles, responsibilities and business and financial processes around an integrated service delivery model.	3.2.1 Key business and financial processes are updated to enable an integrated, scalable, and responsive service delivery model.	Measured against milestones in project plan.	A project plan is developed.	Progress against milestones is achieved.	Progress against milestones is achieved.	Progress against milestones is achieved.	Progress against milestones is achieved.	Internal sources: Updates per project plan.
	3.2.2 Organizational design is updated to enable SCC's new delivery model.	Progress against project plans.	Job descriptions are reviewed and updated. Recommendations from organizational and service delivery reviews are implemented. A change management and communications strategy is developed.	To be determined.	To be determined.	To be determined.	To be determined.	Internal sources: Evaluation of organizational design model.



Drive Organizational Excellence

STRATEGIC OBJECTIVE

Build lean, integrated IT, HR and internal governance systems that support a high-performing culture at SCC

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
4.1 Develop a workforce plan to ensure SCC has the capacity and skillset needed to meet the changing and increasing scope of SCC’s responsibilities.	4.1.1 A steady and stable workforce over the long term able to respond to varying program funding cycles.	A work force plan is developed, implemented, and maintained year-over-year.	Work force plan is developed.	Work force plan implementation is continued.	Work force plan is implemented, and model reassessed.	To be determined.	To be determined.	Internal sources: Status update per project plan.
		Staff satisfaction regarding job characteristics, organizational climate, and teamwork are maintained and possibly improved.	Baseline is established from 2024 staff survey results and targets for improvement are set.	A plan is developed to address gaps and meet targets.	Staff satisfaction is reassessed, and survey results are analyzed.	To be determined.	To be determined.	Internal sources: Engagement survey.
4.2 Provide employees with modern, digital tools to foster collaborative and virtual work and enhance stakeholder engagement, while maintaining robust IT security.	4.2.1 SCC employees and partners can leverage scalable, reliable, and accessible solutions that are secure and adapted to new business requirements.	90% of SCC’s critical solutions are running in the cloud.	Standards Data Fabric is in production and CRM phase 2 is completed.	A remote assessment tool is in production and Standards Hub is replaced with a new solution.	A Governance Risk Compliance solution is in production.	A project to review Program Management solutions and the IM/IT Roadmap is initiated.	To be determined.	Internal sources: Status update per project plan.
		80% of SCC’s standards related data is moved to the cloud and is readily available through application programming interfaces. Data is stored in a data fabric as opposed to information silos.	An electronic records management system project is initiated: Analysis of corporate files, data owners, and records.	New business intelligence tools are made available.	Decommissioning of SiteScape is completed and data classifications at SCC are implemented.	Standards Data Fabric is open to all government actors.	To be determined.	Internal sources: Status update per project plan.
		AI is readily used throughout the organization in a safe and reliable manner.	AI tools are introduced in existing solutions (Microsoft 365).	AI tools are added to improve the cyber awareness program.	AI tools are introduced in existing solutions and a zero trust approach to cyber security is implemented.	To be determined.	To be determined.	Internal sources: Status update per project plan.

KEY INITIATIVE	PERFORMANCE MEASUREMENT		SHORT-TERM TARGET 2024/25–2025/26		MEDIUM-TERM TARGET 2026/27–2027/28		LONG-TERM TARGET 2028–29	DATA SOURCE
	OUTCOME	RESULTS INDICATOR						
4.3 Promote a people-focused culture: <ul style="list-style-type: none"> • Strong employee engagement and well-being (including mental health) is fostered. • SCC’s diversity strategy, including ongoing alignment with government reporting requirements, is implemented. 	4.3.1 SCC’s healthy, motivated, and engaged workforce is aligned with SCC’s core values.	Employee engagement survey score, including % of employees reporting having positive well-being in the workplace per year.	Ranking in the top 25% of employers is maintained.	Ranking in the top 25% of employers is maintained.	An employee engagement survey is developed and administered. Survey results are followed up and milestones are determined.	To be determined.	To be determined.	Internal sources: Engagement survey (including pulse surveys).
	4.3.2 Improved systems to support inclusivity, diversity, equity, and accessibility (IDEA) principles are implemented.	Project plan milestones achieved.	Project plan milestones identified are achieved.	Project plan is reevaluated.	To be determined.	To be determined.	To be determined.	Internal sources: Engagement survey.
		Staff engagement survey inclusion score.	The diversity and inclusion score from the 2023–24 staff engagement survey is maintained.					



APPENDIX D: Financial statements and budgets

Basis of accounting

SCC's financial statements are prepared in accordance with Canadian Public Sector Accounting Standards as established by the Canadian Public Sector Accounting Board.

Standards Council of Canada – Pro forma statement of operations

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Full Time Equivalents (FTEs)	148	135	155	148	142	138	119	119
Revenue from operations								
Accreditation revenue	9,069	9,261	10,081	10,778	11,184	11,608	12,050	12,512
SCC eStore	1,954	1,857	1,988	1,895	1,933	1,972	2,011	2,051
Delegate support contributions	67	203	60	203	203	203	203	203
Innovative services	3,899	6,335	5,689	2,483	2,161	2,278	2,379	2,251
Other income	483	308	701	333	336	339	343	346
Total Revenue from Operations	15,472	17,964	18,519	15,691	15,817	16,400	16,986	17,363
Expenses								
Salaries & benefits	21,074	21,059	22,723	22,421	21,846	21,659	19,465	19,852
Training & development	262	358	283	363	317	317	294	300
Travel—recoverable	521	273	1,113	1,031	1,068	1,106	1,145	1,187
Travel—non-recoverable	709	729	1,228	1,007	986	894	880	865
Canadian delegate financial support	408	700	560	700	700	700	700	700
Postage & telecommunication	110	160	116	168	173	176	180	183
Printing & publications	9	21	27	109	163	23	23	18
Conferences & events	385	219	487	268	275	265	263	252
Assessment services & professional fees	5,089	11,766	7,791	9,127	10,361	9,869	8,668	8,901
Accommodation, equipment rentals & repairs	796	975	875	1,020	1,044	1,065	1,087	1,108
Corporate memberships	1,270	1,310	1,303	1,373	1,404	1,432	1,461	1,490
Office supplies & other corporate subscriptions	1,034	1,033	1,074	1,084	1,120	1,143	1,166	1,189
Amortization, insurance, bad debt & other	814	856	789	1,014	1,030	1,033	927	945
Total Expenses	32,480	39,457	38,368	39,685	40,486	39,682	36,258	36,991
Deficit from Operations	(17,008)	(21,493)	(19,849)	(23,993)	(24,670)	(23,282)	(19,272)	(19,628)

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Parliamentary Appropriation	17,968	20,150	20,160	25,032	26,089	18,942	19,699	14,279
Net Surplus/(Deficit) for the Year	960	(1,343)	311	1,038	1,419	(4,340)	427	(5,349)
Accumulated Surplus, Open	8,057	7,983	9,016	9,328	10,366	11,785	7,445	7,872
Accumulated Surplus, End	9,016	6,641	9,328	10,366	11,785	7,445	7,872	2,523
Risk Reserve		1,500	1,500	1,500	2,000	2,000	2,500	2,500
Accumulated surplus for program commitments and other strategic opportunities		5,141	7,828	8,866	9,785	5,445	5,372	23

Standards Council of Canada – Pro forma statement of financial position

AS AT MARCH 31 (in thousands of dollars)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Financial Assets:								
Cash	5,386	6,030	6,705	7,673	9,398	5,303	5,784	2,097
Accounts receivable:								
Federal departments & agencies	963	197	492	507	522	532	543	473
Other	4,319	3,593	3,704	3,138	3,163	3,280	3,397	2,799
Total Financial Assets	10,669	9,820	10,901	11,318	13,083	9,115	9,724	5,369
Liabilities:								
Accounts payable & accrued liabilities	3,336	3,508	2,971	3,250	3,522	3,398	3,173	3,502
Contributions received	136	103	100	103	106	108	110	117
Deferred revenue	369	2,469	880	906	924	942	961	1,023
Deferred revenue—tenant improvement allowance	613	531	631	549	467	385	303	421
Total Liabilities	4,454	6,611	4,582	4,808	5,019	4,833	4,547	5,063
Net Financial Assets/(Debt)	6,215	3,210	6,319	6,510	8,064	4,282	5,177	306
Non-Financial Assets:								
Prepaid expenses	1,386	1,332	1,319	1,359	1,400	1,428	1,457	1,486
Tangible capital assets (net)	1,415	2,099	1,690	2,497	2,322	1,735	1,238	731
Total Non-Financial Assets	2,801	3,431	3,009	3,856	3,722	3,163	2,695	2,217
Accumulated Surplus	9,016	6,641	9,328	10,366	11,785	7,445	7,872	2,523

Standards Council of Canada – Pro forma statement of changes in net assets

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Total annual surplus/(deficit)	960	(1,343)	311	1,038	1,419	(4,340)	427	(5,349)
Acquisition of tangible capital assets	(242)	(1,120)	(836)	(1,580)	(608)	(195)	(173)	(177)
Amortization & Loss on Tangible Capital Assets	497	624	561	773	783	782	670	684
(Increase)/decrease in prepaid expenses	(64)	(39)	67	(40)	(41)	(28)	(29)	(29)
Increase/(Decrease) in Net Financial Assets/(Debt)	1,150	(1,877)	104	191	1,554	(3,782)	895	(4,871)
Net Financial Assets/(Debt) Beginning of Year	5,065	5,086	6,215	6,319	6,510	8,064	4,282	5,177
Net Financial Assets/(Debt) End of Year	6,215	3,209	6,319	6,510	8,064	4,282	5,177	306

Standards Council of Canada – Pro forma statement of cash flows

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022-23	PLAN 2023-24	FORECAST 2023-24	PLAN				
				2024-25	2025-26	2026-27	2027-28	2028-29
Net Cash from Operations								
Annual surplus/(deficit)	960	(1,343)	311	1,038	1,419	(4,340)	427	(5,349)
Adjustments for Non-Cash Items:								
Amortization of tangible capital assets	497	624	561	773	783	782	670	684
Changes in:								
Prepaid expense	(64)	(39)	67	(40)	(41)	(28)	(29)	(29)
Deferred revenue	(2,040)	(10)	529	(56)	(64)	(64)	(63)	180
Accounts receivable	368	(465)	1,086	551	(40)	(127)	(128)	668
Payables and accrued liabilities	747	1,043	(365)	279	272	(124)	(225)	329
Contributions received	39	3	(36)	3	3	2	2	7
Net Change in Cash from Operations	506	(186)	2,154	2,548	2,332	(3,900)	654	(3,510)
Cash Applied to Capital Transactions								
Additions to tangible capital assets	(242)	(1,120)	(836)	(1,580)	(608)	(195)	(173)	(177)
Increase/(Decrease) in Cash and Cash Equivalents	264	(1,306)	1,319	968	1,725	(4,095)	481	(3,687)
Cash and Cash Equivalents, Beginning of Year	5,123	7,337	5,387	6,706	7,674	9,399	5,304	5,785
Cash and Cash Equivalents, End of Year	5,387	6,031	6,706	7,674	9,399	5,304	5,785	2,098

Operating Budget and Notes

2023–24 operating forecast vs. 2023–24 plan

For the year ending March 31, 2024, SCC forecasts a surplus of \$0.3 million, which is a \$1.6 million favourable variance from its planned operating deficit of \$1.3 million. The main contributing factors to the surplus are increased contribution margins for assessment activities of \$0.3 million, spending for new programs, including data governance standards, cybersecurity, and climate change that have shifted to later years of the plan (\$2.5 million) offset by an increase in salary expenses of \$1.7 million.

Total revenue from operations is forecasted at \$18.5 million, which is \$0.6 million more than the planned amount of \$17.9 million. This favourable revenue variance is explained primarily by increased travel related to revenue from accreditation services (\$0.8 million offset by equivalent expense) and more favourable than planned sales of standards (\$0.1 million) offset by a decrease in new business development of \$0.5 million.

Total operating expenses are forecasted to be \$38.4 million, which is \$1.1 million less than the planned amount of \$39.5 million. This favourable variance in expenses is explained by program expenditure moved to future years (\$2.5 million), using more internal resources for assessments than contracted external service providers (\$0.3 million) offset by increased salary expenditures of \$1.7 million.

SCC forecasts appropriations of \$20.2 million, which is the same as planned. SCC is forecasting a year-end accumulated surplus of \$9.3 million. This surplus is anticipated to be temporary, as planned deficits in future years will consume this surplus which is mostly made up of timing lags between temporary program funding and spending noted above, and the targeted risk reserve.

2023–24 operating forecast vs. 2024–25 corporate plan

For fiscal year 2024–25, SCC is planning an overall net surplus of \$1.0 million compared to the current year's forecasted surplus of \$0.3 million. Revenues are planned to be \$15.7 million in 2024–25, compared to \$18.5 million of revenues forecasted for 2023–24. This decrease in revenue of \$3.2 million stems mainly from the completed Mental Health & Substance Use Health Program and \$0.4 million in other income as a result of interest rates stabilizing to historic levels.

Expenses from operations are planned to be \$39.7 million in 2024–25, a \$1.3 million increase from the 2023–24 forecasted spending of \$38.4 million. Increases from assessment services and professional fees (\$1.3 million) for activities related to the execution of the new cybersecurity and data governance programs are offset by a \$0.3 million decrease in salaries and benefits from \$22.7 million to \$22.4 million. This decrease is the result of the decrease in FTEs, as current funding does not support existing staffing levels. Other expenditure categories combined account for an overall increase in spending of \$0.3 million.

Appropriations for fiscal year 2024–25 are planned to be \$25.0 million, an increase from the prior year of \$4.9 million, attributed to the differing annual funding profile of temporary programs and temporary top up funding of \$3.6 million to main estimates announced in budget 2024.

SCC's planned year-end accumulated surplus for 2024–25 is \$10.4 million. The balance of SCC's accumulated surplus will be used to fund planned deficits over the next four years in support of the delivery of temporary program activities and SCC's multi-year planned program of reinvestment into the organization, all while advancing SCC's mandate and initiatives over the planning horizon.

Standards Council of Canada – Statement of operations (Cash basis)

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	PLAN 2023-24	FORECAST 2023-24	PLAN 2024-25
Revenue from Operations			
Accreditation revenue	9,261	10,081	10,778
SCC eStore	1,857	1,988	1,895
Delegate support contributions	203	60	203
Innovative services	6,335	5,689	2,483
Enquiry Point & Notification Services	–	–	–
Other income	308	701	333
Total Revenue from Operations	17,964	18,519	15,691
Expenses			
Salaries & benefits	21,059	22,723	22,421
Training & development	358	283	363
Travel—recoverable	273	1,113	1,031
Travel—non-recoverable	729	1,228	1,007
Canadian delegate financial support	700	560	700
Postage & telecommunication	160	116	168
Printing & publications	21	27	109
Conferences & events	219	487	268
Assessment services & professional fees	11,766	7,791	9,127
Accommodation, equipment rentals & repairs	975	875	1,020
Corporate memberships	1,310	1,303	1,373
Translation of National Standards	–	–	–
Office supplies & other corporate subscriptions	1,033	1,074	1,084
Amortization, insurance, bad debt & other	820	(218)	1,084
Expenses	39,421	37,360	39,755
Deficit from Operations	(21,456)	(18,841)	(24,063)
Parliamentary appropriation	20,150	20,160	25,032
Surplus (deficit) for the year—cash	(1,306)	1,319	968
Adjustments for accrual basis	(36)	(1,007)	70
Surplus (deficit) for the year—accrual	(1,343)	311	1,038

Capital Budget and Notes

2023–24 capital expenditures forecast

SCC forecasts total capital expenditures of \$0.8 million in 2023–24. SCC's capital policy with respect to IM/IT projects states that any and all costs incurred during the application development and initiation phase of a project will be capitalized, effectively deemed to be assets, not expenses, of SCC. The application development phase starts once the following activities have occurred:

- ▶ Determination of the existence of needed technology
- ▶ Conceptual formulation of alternatives
- ▶ Evaluation and selection of the solution

Forecasted capital spend related to software purchases and development is \$0.5 million for the 2023–24 fiscal year. The balance of \$0.3 million relates to the refreshment and refurbishment of office facilities, lifecycle replacement projects, such as hardware and software scheduled refresh, and additional license

purchases for existing software solutions. SCC remains focused on carefully monitoring the delivery of its IM/IT integrated business management solutions to upgrade essential tools needed to effectively deliver on key areas of SCC’s objectives.

2024–25 five-year capital investment plan

SCC’s 2024–25 total capital investment budget is planned at \$1.6 million, with a total of \$2.8 million being invested over the five-year period. Capital related to IM/IT is planned to be \$1.5 million in 2024–25 and \$1 million over the following four years. These investments are centered on improving SCC’s cybersecurity posture and modernizing business toolsets to improve virtual work and stakeholder engagement. The impact of emerging tools and uses for AI is uncertain at this point but will be considered on a return-on-investment basis for now. Security will remain the priority, however.

With a cloud-first approach, IM/IT areas of focus for capital-related spending will include various projects:

- ▶ Enterprise end point protection
- ▶ Customer relationship management (CRM) solution

- ▶ Modernization and innovation of SCC business systems such as: IT service management system
- ▶ Collaboration environment—document and records management
- ▶ SCC public website improvement and upgrade Standards data fabric
- ▶ Document and records management Enterprise resource planning
- ▶ Integration opportunities for Standards Hub with document management solution
- ▶ Business innovation through data warehousing and business intelligence solutions

Capital investment toward IM/IT infrastructure will ensure scalability of the organization, accuracy of its information and resiliency of its business systems. Additionally, throughout the five-year plan, SCC will invest \$0.3 million in renovating office space and retrofitting workspaces and boardrooms to further enable remote capabilities.

Standards Council of Canada – Capital investment plan (cash basis)

FOR THE YEAR ENDED MARCH 31 (in thousands of dollars)	ACTUAL 2022–23	PLAN 2023–24	FORECAST 2023–24	PLAN				
				2024–25	2025–26	2026–27	2027–28	2028–29
IM/IT infrastructure equipment	135	100	125	320	120	70	73	77
Software & other	74	820	511	1,160	438	75	50	50
Furniture & small office equipment	4	175	175	75	25	25	25	25
Leasehold improvements	28	25	25	25	25	25	25	25
Total Capital Investment Plan	242	1,120	836	1,580	608	195	173	177



APPENDIX E:

Compliance with legislative and policy requirements

SCC has a comprehensive suite of policies to meet legislative and policy requirements that are relevant to its operations. It also monitors bills that are tabled in Parliament to ensure it can continue to comply with new federal requirements. The bills and policies that affect SCC's work include:

Access to Information Act: SCC is committed to accountability and transparency and reports annually to Parliament on all access to information activities. SCC facilitates the public's right of access to records under its control by developing and implementing policies and procedures that are consistent with the *Access to Information Act*. SCC endeavours to provide complete, accurate and timely responses to all access requests. It also delivers training and education on access to information to make its employees aware of their duties and legal responsibilities.

Accessible Canada Act: SCC's Accessibility Plan for 2023-2025 contains the actions SCC will take to work towards closing some of the gaps in areas such as employment, the built environment, information and communication technologies, communications, procurement of goods, services, and facilities, and the design and delivery of programs and services.

Conflict of Interest Act: Ensures that its Governing Council members annually review and affirm their commitment to and compliance with the *Conflict of Interest Act* as well as the Guidelines for Public Office Holders. They are also required to declare any conflicts at each meeting. Conflicts that are raised are documented in the minutes of the relevant meeting along with the measures put in place to address each conflict.

Canadian Human Rights Act: The *Canadian Human Rights Act* forms the basis of SCC's Code of Conduct and Respectful Workplace Policy. SCC conducts itself and provides experiences to its employees in a manner consistent with the expectations set out in the Act.

Employment Equity Act: SCC maintains and administers policies to ensure it provides equitable employment opportunities for anyone applying to work at the organization. Its employment policy and processes are designed to ensure recruitment and selection rules and tools are non-discriminatory and that applications are reviewed and evaluated based on objective and established criteria. SCC reports annually on its employment equity representation and on its practices, measures, and activities in support of achieving that representation.

Fighting Against Forced Labour and Child Labour in Supply Chains Act: In accordance with the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, SCC will start reporting in 2024 on the steps it has taken to prevent and reduce the risk that forced or child labour has been used in any step of the production of the goods it purchases.

Official Languages Act: SCC strives to create a work environment that is conducive to the effective use of both official languages. Employees and managers have a clear understanding of language expectations with respect to work requirements and communicating with the public. The public can communicate with SCC and receive services in both official languages. Other measures supporting official languages compliance include an in-house translation unit, regular attendance at official languages meetings with federal stakeholders, a two-person official languages champion team and official languages information sessions for all employees.

Privacy Act: SCC is committed to protecting and managing personal information with the utmost responsibility and care and takes steps to protect the information under its control. It has policies and procedures in place that direct all aspects of privacy including the right of individuals to access their personal information. SCC also delivers training to raise staff awareness of personal information handling practices. It reports annually to Parliament on its *Privacy Act* activities.

Directive on travel, hospitality, conference, and event expenditures: Pursuant to Section 89 of the Financial Administration Act, SCC aligns its travel, hospitality, conference and event expenditure policies, guidelines, and practices with those of the Treasury Board's. SCC has a Travel, Hospitality, Conference and Event Expenditures Policy that is fully compliant with the Treasury Board directive.

Trade agreements: SCC's contracting policy establishes the guiding principles for the procurement of goods and services by the organization. Reflecting the principles of integrity, fairness and open competition, the policy considers SCC's obligations under various trade agreements that apply to it as a federal Crown corporation.

Other legislative requirements: In addition to the above legislation and policies, SCC also has policies and procedures in place to meet its obligations under the *Canada Labour Code*, *Employment Insurance Act*, *Canada Pension Act*, *Canadian Multiculturalism Act* and *Public Servants Disclosure Protection Act*.



APPENDIX F:

Government priorities and direction

SCC takes its direction from the Minister of Innovation, Science and Industry and supports the Minister in the implementation of their objectives and policies, including:

- ▶ The implementation of Canada's Digital Charter, including through work of the AI and Data Governance Collaborative.
 - ▶ The Roadmap to Net-zero Carbon Concrete by 2050, including by participation in the working group on Carbon Accounting, Codes, Standards, Skills and Procurement.
 - ▶ The Accelerated Growth service, including by providing participating Canadian businesses with the standardization related advice and services they need to grow.
 - ▶ The Clean Growth Hub, including by providing participating Canadian green-tech businesses with the standardization related advice and services they need to expand their market opportunities.
 - ▶ The Implementation of Canada's Quantum Strategy, including by supporting Canadian participation in international technical committees and by developing standards-based solutions.
 - ▶ The Intellectual Property Strategy, including by providing services to Canadian innovative companies.
 - ▶ Regulators table, including coordination with the Treasury Board Secretariat on the implementation of the Regulatory Review—International Standards Roadmap.
- In terms of wider government priorities, SCC aligns itself with and supports ongoing initiatives and programs, including:
- ▶ The implementation of the National Adaptation Strategy, including through program funding for standards development to support resilient infrastructure due to climate change.
 - ▶ The digital credentials and digital trust services initiative to establish a National Technical Specification and prototype accreditation program for digital credentials and digital trust services aligned with international standards.
 - ▶ The Canadian Board for Harmonized Construction Codes (CBHCC), including with a leadership position on the Advisory Council for Harmonized Construction Codes and as a contributor to the priority setting for the future National Model Codes.
 - ▶ The implementation of the Hydrogen Strategy for Canada, specifically the delivery of standardization research and leadership for the hydrogen codes and standards working group.
 - ▶ The implementation of a cybersecurity certification program to enhance the resilience of Canada's defence procurement supply chain.
 - ▶ The implementation of Canada's Indo-Pacific Strategy, particularly its strategic objective to expand trade and investment by opening markets, diversifying supply chains and promoting competitive business opportunities.

SCC also works to support government-wide initiatives through targeted actions and the promotion of standardization practices. The following represents key areas of action:

Transparency and open government

Within required time frames, SCC publishes its annual and quarterly summaries of corporate plans and inquiries under the *Access to Information Act*. SCC complies with the Directive on Proactive Publication under the *Access to Information Act* by having procedures in place for proactive disclosure that align with the requirements of the Directive. This includes publishing proactive disclosures to the Open Government Portal (open.canada.ca) and maintaining this information online in accordance with the Directive's retention requirements. SCC strives to respond to all information requests and to address concerns in a timely manner in accordance with its quality management procedures.

SCC's Annual Public Meeting was held on February 22, 2023, at 1:30 PM (ET). It focused on SCC's achievements and priorities for the future, including honoring individual contributors who have had an impact on SCC and standardization in the year gone by.

Further information about SCC and its operations can be found in the 2022-2023 Annual Report "Amplifying our Impact", which is available on SCC's website.

Gender-based analysis plus

SCC has various activities planned through delivery of its mandate as well as internal management to address the issue of gender, diversity and inclusion and is strongly aligned to the principles of Gender-Based Analysis Plus (GBA+). SCC's current Gender and Standardization Strategy can be found on the web at scc.ca.

Through its recruitment process for committees, SCC will maintain the baseline of 24% female representation on technical and governance committees. SCC will continue recruiting young professionals to ensure that a diversity of thought across generations is in place. In addition, SCC will increase the representation of women and young professionals in standards development as well as supporting the development of gender responsive standards by promoting guidance

from the United Nations Economic Commission for Europe (UNECE), ISO and International Electrotechnical Commission (IEC). This guidance will be leveraged to increase awareness and provide training on gender-responsive standards development. SCC annually reviews the current set of activities and initiatives outlined in the Gender and Standardization Strategy to ensure their relevance and feasibility.

Diversity and employment equity

While not driven by specific employee targets, SCC benefits from a broadly diverse workforce. For example, its current workforce of 139 employees speaks more than 25 different languages. SCC also prides itself on being an organization of gender balance. Overall, 60% of SCC's staff identify as female, and of those 33% are managers and 57% are executive staff. Further, 28% of staff have identified as visible minorities or as an Indigenous person.

SCC continues to develop its recruitment efforts around diversity, and posts opportunities on diversity-focused recruitment outlets such as the Ottawa Community Immigrant Services Organization, Aboriginal Finance Officers Association, and the Aboriginal Job Centre Canada's Federal Internship for Newcomers (FIN) Program.

Consultations on Indigenous issues

SCC is committed to strengthening relationships with Indigenous groups (Inuit, Métis, and First Nations) based on the principles of partnership, respect, and a recognition of rights.

SCC recognizes that Indigenous Peoples have specific areas of concern with respect to standards, including climate change, infrastructure, water and mental health, and that the standards system needs to develop practices to engage Indigenous Peoples in a manner that supports reconciliation and respects their needs and status as rightsholders.

Indigenous Peoples' needs from a standards perspective must be better understood. As such, the system needs to meaningfully engage with Indigenous Peoples, to both learn from them, as well as support them so they can benefit from, and participate equally in, the system.

To that end, strengthening engagement with Indigenous Peoples has been identified as a priority in the National Standards Strategy (NSS).

Through implementation of the NSS, the national standards system will:

- ▶ Establish consistent and respectful mechanisms to engage with First Nations, Inuit and Métis Peoples and make sure there is support and equal opportunity for them to fully participate in the processes of the standards system.
- ▶ Work with First Nations, Inuit, and Métis Peoples to identify their standards priorities.
- ▶ Identify and implement initiatives to actively invite involvement of First Nations, Inuit and Métis as rightsholders across all areas of the standards system as part of efforts to make sure that the composition of individuals within the standards system reflects Canadian society.

Actions to date

The Mental Health and Substance Use Health (MHSUH) program has created new strategies for engagement, including the development of a compensation policy to encourage participation in the program, hiring an Indigenous consultant to write a report representative of Indigenous voices, and establishing an Anti-racism focus group to gather Indigenous and other perspectives on racism in healthcare. Under the Standards to Support Resilience in Infrastructure Program, SCC has funded the development of a guidance document to support Indigenous Community Based Climate Monitoring, developed in close cooperation with Indigenous organizations.

The Canadian Data Governance Standardization Roadmap as well as the AI and Data Governance Collaborative (AIDGC) both include significant Indigenous engagement, particularly through the perspectives offered by the First Nations Information Governance Centre (FNIGC). The relationship with FNIGC has the potential for expansion in support of NSS implementation; FNIGC is an a-political body that can guide outreach to the Assembly of First Nations, regional partners, communities and thought leaders.

SCC is also working to develop a set of principles to advance a consistent and respectful approach to SCC's Indigenous consultation and engagement efforts.

These principles will support activities that occur across SCC, such as programs like the MHSUH, the AIDGC and the Standards to Support Resilience in Infrastructure Program (SSRIP), and will support staff in:

- ▶ Identifying when standardization activities (e.g., standardization strategies, or activities undertaken to advance these deliverables) could impact Indigenous Peoples' lands, rights and/or interests. In cases where SCC activities could impact Indigenous Peoples' lands, rights, and/or interests, to subsequently take steps to ensure Indigenous Peoples' priorities are considered, and that they are supported to engage in the development of standardization strategies, across the continuum of standardization development.
- ▶ Developing meaningful relationships with Indigenous Peoples that will mutually benefit and/or support Indigenous Peoples while advancing work.

Safe workspaces

The Standards Council of Canada is committed to providing a safe work environment in which all employees are treated with respect and dignity, free from violence and harassment. In accordance with SCC's Workplace Violence and Harassment Prevention policy, SCC will take all reasonable steps to identify and prevent risks of violence that affect the employees.

SCC is committed to meeting or exceeding all the legal requirements, duties, and standards set by the Canada Labour Code and its applicable regulations related to workplace violence and harassment and/or any other legislation that may apply. This includes ensuring its policy as well as its supporting program are implemented and maintained and that all employees and managers have the appropriate information and instruction to protect them from violence and harassment in the workplace. The supporting program includes a number of steps to reduce the risk of violence and harassment in the workplace: risk assessments; workplace controls; policy implementation, communications, and ongoing training.

Glossary

AB	Accreditation Body	IM/IT	Information management / Information technology
AC	Audit Committee	IP	Intellectual property
AI	Artificial intelligence	IPS	Indo-Pacific Strategy
AIMS	AI Management System	ISED	Innovation, Science and Economic Development
APAC	Asia Pacific Accreditation Cooperation	ISO	International Organization for Standardization
APEC	Asia-Pacific Economic Cooperation	ISR	International Standardization Roadmap
CAB	Conformity Assessment Body	NRC	National Research Council
CBHCC	Canadian Board for Harmonized Construction Codes	NSC	National Standard of Canada
CFTA	Canadian Free Trade Agreement	NSS	National Standards Strategy
CGC	Corporate Governance Committee	OECD	Organisation for Economic Co-operation and Development
ERM	Enterprise Risk Management	PASC	Pacific Area Standards Congress
ESG	Environmental, social and corporate governance	PTAC	Provincial-Territorial Advisory Committee
EU	European Union	SCC	Standards Council of Canada
FAA	<i>Financial Administration Act</i>	SCSC	Sub-committee on Standards Conformance
FTE	Full-time equivalent	SDGs	Sustainable Development Goals
GHG	Greenhouse gas emissions	SDOAC	Standards Development Organizations Advisory Committee
IAAC	Inter-American Accreditation Cooperation	SDO	Standards development organization
AIDG	Artificial Intelligence and Data Governance Standardization Program	SME	Small and medium enterprises
IAF	International Accreditation Forum	TC	Technical committee
IDEA	Inclusivity, diversity, equity, and accessibility	WTO	World Trade Organization
IEC	International Electrotechnical Commission		
ILAC	International Laboratory Accreditation Cooperation		